

# GREATER MANCHESTER STRATEGY

## PERFORMANCE FRAMEWORK REPORT

June 2015

# 1 INTRODUCTION

- 1.1 The [Greater Manchester Strategy](#) (GMS) sets out our vision that by 2020, the Manchester city region will have pioneered a new model for sustainable economic growth based around a more connected, talented and greener city region, where all our residents are able to contribute to and benefit from sustained prosperity and a good quality of life.
- 1.2 In 2013 the GMS was refreshed based on a fresh analysis of the challenges and opportunities facing the city region to create *Stronger Together*, a new strategy for Greater Manchester.
- 1.3 This report provides a picture of our performance in implementing this strategy and how far we have come in achieving the overall vision of the GMS.
- 1.4 *Stronger Together* is centred on the priorities for Growth and Reform, bringing together our plans for reforming public services with a continued drive for growth and prosperity. Our objective is to sustain progress whilst eliminating the gap between the taxes we raise and the resources we expend on public services. We want to deliver services differently, more efficiently and reduce the level of demand for those services, by bringing more people into higher quality work.
- 1.5 *Stronger Together* sets out a series of strategic priorities to secure the sustainable economic growth of the city region and to enable the residents of Greater Manchester to access the opportunities that such growth represents.
- 1.6 These priorities also frame Greater Manchester's response to the wider productivity challenge faced by the UK as a whole: how to ensure that economic growth, and in particular increasing employment, translates into significantly improved productivity.
- 1.7 The Greater Manchester strategic agenda has evolved considerably since the refreshed strategy was first published, particularly in the light of the [Greater Manchester Growth Deal](#), the [Devolution Agreement](#) and the recent [Memorandum of Understanding](#) between local authorities and health partners<sup>1</sup>.
- 1.8 The scale and speed of such developments emphasises the importance of knowing whether we are on track to deliver on our ambitions by 2020. In order to effectively monitor progress towards the delivery of these

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<sup>1</sup> The agreement is between the ten GM districts, the twelve GM Clinical Commissioning Groups and NHS England.

ambitions, the GMS set out a series of Key Performance Indicators (KPIs) and a commitment to develop a high level performance framework.

1.9 This report and the associated summary tables provide a performance framework for the GMS. It provides an overarching commentary based on the summary tables which contain the KPIs and key milestones for each of the GMS strategic priorities.

1.10 This framework covers the GMS as a whole and has been designed to:

- be flexible enough to reflect ongoing developments;
- bring together a summary of delivery and reporting mechanisms already in place to provide a high level overview of progress across the whole GMS - and therefore to minimise additional reporting requirements;
- provide an accessible overview of delivery and performance across the strategy.

1.11 The report is set out in a number of sections to provide a clear picture of our performance. Section 2 is a dashboard summarising performance against the GMS headline performance indicators. This illustrates how far we have come in achieving our key outcomes and where we need to get to by 2020. Each indicator has been rated under a traffic light scheme as “red”, “amber” or “green” (RAG rating) to illustrate if performance is where we thought it should be at this stage or has fallen behind expectations.








1.12 Similarly, section 3 summarises performance against the seventeen GMS priorities by providing a RAG rating for each along with a brief commentary on whether work towards realising this priority is on track to achieve the strategy's outcomes by 2020.






1.13 Sections 4-7 provide a more detailed overview of performance across all the strategy's priorities structured around the headings of:

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





1.13 These sections highlight key performance issues including areas where performance is on track or exceeded expectations along with areas where there is more to do. It also provides details of actions being taken to address any under performance and analysis of how best to do this.

## 2 GMS HEADLINE INDICATORS: PERFORMANCE JUNE 2015

Indicator	Target	Current position	Where we expected to be at this stage	RAG rating	Data source	Next update
<b>Number of full-time equivalent jobs</b>	GM will account for 4.3% of UK Full Time Equivalent jobs	GM accounts for 4.13% of jobs in the UK, based on Jan-Dec 2014 Annual Population Survey.	The target was to be at 4.15% by 2014.		Annual Population Survey, Jan-Dec 2014	15 July & 14 Oct 15
<b>Gross value added (GVA)</b>	GM's GVA growth rate will match that of the South East of England (excluding London)	Based on the latest ONS figures, GM's GVA grew by 4.6% (£2.5bn) between 2012 & 2013. This was above the South East growth rate of 2.8%.	The target was for GVA to grow by 3.1% between 2012 & 2013, so GM is ahead of target.		ONS, sub regional GVA estimates 2013	Dec 15
<b>Out of work benefit claims</b>	For the gap between GM and the national average for the proportion of the working age population claiming key out of work benefits to reduce by 1 percentage point	In November 2014 12.1% GM residents aged 16-64 out-of-work benefits (excluding universal credit) in GB it is 9.7% Difference between GM and GB <b>2.4%</b> . In 2013 difference was <b>3.2%</b> (GM 15.3%, GB at 12.1%) Note: If you add on people claiming UC and not in employment (and therefore likely to be claiming out of work benefits if UC didn't exist), the GM figure increases to <b>12.6%</b> and for GB it rises to 9.8% - difference of <b>2.8%</b>	The target was for the proportion of benefit claimants in GM to be at 15.0% in 2014. The corresponding figure for the UK was 11.8%, so both areas have seen sharper falls than expected. On track the gap with GB is narrowing.		DWP Benefits Claimants, November 2014 Universal Credit Claimants, November 2014	12 Aug & 11 Nov 2015
<b>Business start-up and survival</b>	For GM to have a higher rate of business births than the national average and business survival rates at one, two and five years match the national average	Start-ups per 10,000 Working age population in GM stood at 84 in 2013, virtually in line with UK average of 85.	64 starts per 10,000 working age population in 2012. Note - business start ups have risen nationally as the new Pay As You Earn (PAYE) Real Time Information system rolled out during 2013. This increase is a positive sign that the economy is continuing in its recovery.		ONS Business Demography 2013	Nov-Dec 2015
		1yr survival rate in GM = 91.9% (UK at 91.2%)	In 2013 GM was 0.6 percentage points behind the UK figure (86.1% versus 86.7%). Now 0.7% ahead, based on 2013 data.			
		2yr survival rate in GM = 73.0% (UK = 75.6%)	GM was 1.1 percentage points behind the UK figure (72.7% versus 73.8%). Now 2.6% behind (2013).			
		5yr survival rate in GM = 38.7% (UK = 41.3%)	When GMS target was set, GM was 2.9 percentage points behind the UK figure (42.1% versus 45.0%). Now 2.6% behind (2013).			









Indicator	Target	Current position	Where we expected to be at this stage	RAG rating	Data source	Next update
<b>Qualification achievement</b>	% of working age population in GM with higher than an NVQ level 4 or equivalent matches UK average & % of working age population in GM with higher than NVQ level 2 or equiv match UK average	16-64 in GM with NVQ 4+ as of Jan-Dec 2014 = 31.9% (UK = 35.8%). In 2011 the GM figure was 29.7% compared to 32.6% in the UK.	Target was for L4+ amongst people in GM aged 16-64 to be 32.1% in 2014, so it is 0.2pp behind where it wanted to be.		Annual Population Survey Jan-Dec 2014	April 16
		16-64 in GM with NVQ2+ as of Jan-Dec 2014 = 71.5% (UK = 73.1%). In 2011 the GM figure was 67.7% compared to 71.5% in the UK.	Target was for GM to be at 70.2% in 2014, so it is ahead of target.			
<b>Median salary</b>	GM median salary is 5% or less lower than the national median salary.	Gross median annual salary for GM residents in 2014 was £24,945, 9% less than UK figure of £27,195. The gap has increased - in 2012 it was 7.6%.	Target was for median annual salary in GM to be £25,700 in 2014, so it is slightly behind where it wanted to be.		ONS 2014 Survey Hours & Earnings	Dec 15
<b>Early years foundation stage profile</b>	GM's Early Years Foundation Stage Profile meets national average in prime areas of learning & literacy & maths	2014 56% of GM children achieved at least the expected level It is 60% nationally. (2013 figures: GM 47%, England 52% ).	GM closed the gap with the national average by 1% between 2013 and 2014. Note: pre-2013 data is not comparable because of a methodology change		Depart for Education	Oct/Nov 2015
<b>All age all cause mortality</b>	Male AAACM is 1066, Female AAACM is 794 in 2020	As of 2013, male AAACM was 1292 and female AAACM was 990 <sup>2</sup>	Figures re-based to reflect changes in the way AAACM is calculated. GM's target was for AAACM to fall by 4.1.% for both males and females. It actually fell by 1.0% for males and 1.8% for females. Using the amended methodology, 2013 target: male AAACM -1252 , females - 932.		Health & Social Care Information Centre	Feb 2016







<sup>2</sup> Since the original GMS targets were set there has been a change in the way the Office for National Statistics calculate mortality statistics. These statistics are standardised using a generic population profile so that the metrics can be compared across different areas of the UK or with other European countries. The original population profile was created in 1976 and since then the population has changed significantly and in 2013 a new standard profile was created. This has resulted in the numerical value of the new metrics being significantly higher than previously and therefore the GMS targets have been recalculated using the new approach.

Indicator	Target	Current position	Where we expected to be at this stage	RAG rating	Data source	Next update
<b>Crime levels</b>	GM has closed the crime-rate gap with the average of the most similar metropolitan forces. Current base of 2% above average.	2014/15 provisional rate is 738/10,000 population in GM, compared to 633 in the West Midlands and 701 in West Yorkshire. GM's rate is 16% higher than that of the West Midlands and 5% higher than West Yorkshire's. <sup>3</sup>	GM target to achieve greater reductions in crime than comparator force areas - West Yorkshire & the West Midlands. Whilst levels of recorded crime in the last twelve months have increased (relative to elsewhere), this is in part a reflection of greater compliance with the National Crime Recording Standard, following recent inspections.		ONS and Home Office iquanta	Official updates quarterly next July 2015
<b>Transport</b>	See an increase in non-car journeys to work across GM so that 35% of all peak-time journeys are made by modes other than private car	Rolling average for 2013 (latest data available) is 28%. This is up on a 2010 base of 26%.	Increase is in line with a projection to 35% by 2020, but data still early for firm trend to be confirmed.		Oct - Dec 2013 ONS Labour Force Survey	Oct - Dec 2015
<b>Net new houses built</b>	61,000 homes built between 2013 and 2020.	4,160 net new dwellings in 2013/14, down on the 2012/13 figure of 5,350.	Target was for 5,000 net homes to be built in 2014 in GM.		DCLG	June 15
<b>CO2 emissions</b>	CO2 emissions 48% lower than 1990 levels.	2012 CO2 emissions were around 16,000kt.CO2, 24% lower than 1990	Target was to be at 15,000 kt CO2 in 2012.		DECC	June 15

<sup>3</sup> The GM target was set in terms of achieving reductions in the total crime rate in GM against comparator areas in West Yorkshire and West Midlands, but this does not take account of local priorities or changes and differences in the reporting and recording of crime. In particular GMP, local authorities and other agencies in GM are now significantly focussed on tackling drivers such as troubled families and on safeguarding people through multi-agency action and public service reform. It would now seem appropriate to review the target and measure to develop an indicator that is more meaningful for assessing the progress of the GMS and public service reform in terms of its impact on crime and crime drivers. In the meantime however GMP together with other agencies have taken action to promote the reporting and recording of underreported crimes of harm such as domestic abuse. This together with rises in the reporting of historical crime and action to ensure greater compliance with the National Crime Recording Standard has raised the reporting and recording of crime in GM.

### 3 PERFORMANCE AT A GLANCE

GMS Priority	RAG Rating	Brief Performance Commentary to explain the overall rating: is the scale of activity being undertaken under each priority is on track to achieve the Strategy's outcomes by 2020?
<b>(GMS1)</b> Reshaping our economy to meet new global demands		GM's high level policy and research work delivered under this priority has given, and continues to give, GM firm foundations and a robust evidence base to lobby government, building upon our recent Growth and Devolution deals. LEAD: GMIST and PSR Policy Teams & New Economy
<b>(GMS2)</b> Delivering an investment strategy based on market needs		Work on investment has been highly successful, with GM on track to commit and spend key investment funds. Government and clients alike view the GM Investment Fund approach as an example of national good practice. LEAD: GM Investment Team
<b>(GMS3)</b> Revitalising our town centres		Excellent progress has been made to develop a collaborative GM work programme and town centre investment pipeline, but this has yet to impact on the chosen KPIs around business stock and employment in town centres - this performance reflects national trends. LEAD: GM Planning and Housing team
<b>(GMS4)</b> Creating the spaces and places that will nurture success		Work to deliver the GM's statutory spatial framework is agreed and on track. LEAD: GM Planning and Housing team
<b>(GMS5)</b> Stimulating and reshaping our housing market		An innovative market-focused solution has been developed via the Housing Investment Fund (part of GM's Devolution Agreement) which together with the work of GM Place will begin to address market failure. But this will take some time to impact on the KPI of new homes built. LEAD: GM Planning and Housing team
<b>(GMS6)</b> Crafting a plan for growth and infrastructure		GM's work on infrastructure has national profile, and a GM infrastructure map has been produced. This work is informing the development of the GM spatial framework. LEAD: GM Planning and Housing team
<b>(GMS7)</b> Improving connectivity locally, nationally and internationally		A long-established priority for GM, the city region has an excellent track record in delivering transport schemes and successfully bidding for funds to invest in further schemes. Through the Devolution Agreement, GMCA has secured government support for legislation to move to a franchised model of bus service delivery, alongside the future local management of rail stations and closer working arrangements between TfGM and Highways England. Lead: Transport for Greater Manchester.
<b>(GMS8)</b> Placing our city region at the leading edge of science and technology		Work to secure investment at scale in GM's science sector has been embedded within strategic priorities GMS2 around investment and GMS10 through support of the manufacturing sector. Activity under this priority gives GM a coordinated and effective approach to opportunities such as the City of Science designation and ensuring that GM continues to reap commercial advantage from Graphene. LEAD: New Economy
<b>(GMS9)</b> Building our global brand		Significant progress has been made to align media and marketing activity to target GM's key growth sectors. Good progress has also been made in promoting GM as a conference, business and leisure visitor destination. GM is also trialling innovative ways of developing our brand. LEAD: Marketing Manchester
<b>(GMS10)</b> Supporting business growth with strong, integrated support		GM has pioneered a way of delivering of tailored business support to GM firms through its Business Growth Hub. As part of the Devolution Agreement business support budgets will be devolved from 2017. The service has bedded-in, and early indications are that the services are beginning to gain traction on long standing challenge of business survival. LEAD: Business Growth Hub
<b>(GMS11)</b> Improving our international competitiveness		There has been strong performance against GM's agreed internationalisation plan, and this coupled with work on encouraging GM firms to support and businesses to relocate to GM has been extremely successful. The Devolution Agreement's provision offers further opportunity to integrate the national UK trade and Industry Service locally will further enhance performance. LEAD: MIDAS

<p><b>(GMS12)</b> Seizing the growth potential of a low carbon economy and increased resource efficiency</p>		<p>Whilst GM's low carbon ambitions are clearly articulated, GM has struggled on two fronts: first, identifying a pipeline of investible low carbon propositions; and secondly ensuring that the vast array of work delivered under this priority is aligned and would impact on the aspirations of GM's Climate Change Strategy. A robust evidence base – the 'wedges work' is now in place - which measures how interventions will deliver against GM's carbon reduction targets. LEAD: Environment Team, New Economy</p>
<p><b>(GMS13)</b> Delivering an employer-led skills programme</p>		<p>The GM Skills and Employment Partnership brokers relationships between providers and employers to ensure that GM has the skills system to meet its growth aspirations. This work has been given a significant boost by the Devolution Agreement which has given GM some powers to reshape and restructure further education provision. However the sheer scale of the challenge, and in particular the demands of engaging with so many SME's and micro businesses, suggests that a keen eye needs to be kept on the progress of this work. LEAD: Skills Team, New Economy</p>
<p><b>(GMS14)</b> Preventing and reducing youth unemployment</p>		<p>The GM Skills and Employment Partnership is overseeing the development of an integrated suite of interventions designed to assist the hardest to help young people including activity funded by the new European Social Funds programme. However the KPIs for this priority, particularly around achieving the desired reduction of NEET young people (those who are not in education, employment or training) indicate that significant challenges remain. LEAD: Skills Team, New Economy</p>
<p><b>(GMS15)</b> Delivering an integrated approach to employment and skills</p>		<p>Through the Devolution Agreement GM has secured some budgets and responsibilities that will help to shape national employment and skills provision to better align it to local priorities. However, reform of the skills system as a whole will require a much broader approach to devolution than currently proposed. Greater control or influence than over the skills system as a whole is required to ensure that it can be aligned to the needs of local employers and to integrate the skills system with other people based programmes. LEAD: Skills Team, New Economy</p>
<p><b>(GMS16)</b> Encouraging self-reliance and reducing demand through public service reform</p>		<p>GM is nationally recognised for its work on public service reform (PSR) and has made huge strides in the way in which it supports districts to provide an integrated offer to GM's residents, an offer which will address the multiple challenges they often face. Although central work to support is progressing well, the scale and the complexity of the challenge faced by multiple public and voluntary sector organisations (including those supporting families, justice and rehabilitation, early years, work and skills and health and social care) means that GM has to continually innovate and maintain a sharp focus on delivering the identified outcomes. LEAD: Public Services Reform Team</p>
<p><b>(GMS17)</b> Reforming health and social care</p>		<p>GM's recently signed Memorandum of Understanding with health partners offers the conurbation the unique ability to make the wholesale social and health care reforms required to improve the health and wellbeing of GM residents in a financially and clinically sustainably way. However, like GMS16 the scale of this challenge is one that cannot be underestimated, and its success is predicated on delivering a seamlessly integrated health and care offer, whose excellent outcomes will underpin the wider ambitions of GM's growth agenda. LEAD: Public Services Reform Team</p>



## 4 CREATING THE CONDITIONS FOR GROWTH

4.1 We will only fulfil our growth potential if we create the conditions to make GM the investment destination of choice. The key elements of GM's approach can be summed up as follows:

- pursuing an **innovative approach to investment** which is focused on generating returns that can be recycled and reinvested, and so maximising the value of every pound spent. This approach ensures that scarce public resources are used to ensure our offer is market facing, informed and driven by the needs of the private sector and social entrepreneurs;
- supporting those sectors in which GM has a competitive advantage, such as **health and life sciences, creative and digital and financial and professional services** so they can compete nationally and internationally;
- creating safe, sustainable, healthy places for people to live by **building enough homes of the type and tenure needed** to attract new residents to live in GM, and improve existing residents' quality of life;
- developing a **strategic approach to land use planning and infrastructure** (including transport) across the conurbation to ensure that we create places that work well for residents and businesses; and
- delivering an **integrated transport network** across GM, linked into wider inter-city transport networks, that better serves the economic aspirations of the city region.

4.2 To deliver this ambitious agenda nine priorities focused on investment and place describe the activities that need be delivered. They are:

### CREATING THE CONDITIONS FOR GROWTH

- (GMS 1) Reshaping our economy to meet new global demands
- (GMS 2) Delivering an investment strategy based on market needs
- (GMS 3) Revitalising our town centres
- (GMS 4) Creating the spaces and places that will nurture success
- (GMS 5) Stimulating and reshaping our housing market
- (GMS 6) Crafting a plan for growth and infrastructure
- (GMS 7) Improving connectivity locally, nationally and internationally
- (GMS 8) Placing our city region at the leading edge of science and technology
- (GMS 9) Building our global brand

4.3 Excellent progress has been made in delivering the strategic priorities under this heading. Two key developments have been key to this success: first of all [Greater Manchester's Growth and Reform Plan](#) which formed the basis for GM's two successful bids into the Growth Fund; and secondly, the signing of the first city region Devolution Agreement in November 2014. The Growth and Reform Plan identified

a number of key priorities for investment to support and accelerate the growth of the city region, including investment to: meet the transport and connectivity requirements of GM; further develop our business support and skills capacity to meet the needs of employers; and fill gaps in the region's life science offer and the eco-system associated with Graphene. GM was extremely successful with these bids and was awarded of two substantial Local Growth Funding packages worth £476.7m under round 1 (the largest in the country); and £56.6m in round 2. GM has worked collaboratively to prioritise these investment's to maximise their impact on the conurbation's productivity.

- 4.4 Over recent years, GMCA has overseen the largest transport investment programme outside London, supported principally by the locally driven Greater Manchester Transport Fund. The 2014 Growth Deal secured a funding base for a further £350 million major scheme transport programme to 2020, in addition to further minor works funding, supported by the Growth Deal and Cycle City Ambition Grants, totalling c.£70 million over the next 3 years. The Devolution Agreement also gives a significant boost to GM's transport priorities by:
- providing additional resources through a reformed and simplified 'earn back' deal worth £900m over 30 years, funding the delivery of the Trafford Park Metrolink extension and the SEMMMS scheme; and,
  - giving GM new powers to better manage and integrate transport across the conurbation, including the future power to introduce franchised bus services, local management of GM rail stations and strengthened partnership arrangements with Highways England, which will give a more joined-up approach to management of and investment in the city region's strategic road network.
- 4.5 GM's excellent track record in securing funding, together with the freedoms and flexibilities secured in the Devolution Agreement are reflected in the performance summary for the transport strategic priority (GMS 7). This notes progress in all transport related milestones and performance indicators.
- 4.6 There is also a very positive story to tell about GM's investment priority (GMS 2). The Greater Manchester Investment Fund (GMIF) is now well established. This "virtual pool" of funding delivers GM's Investment Strategy under the direction of the GMCA and the GM Local Enterprise Partnership. This work is managed by the GM investment team on the GMCA's and LEP's behalf, supporting the development and delivery of a project pipeline from across GM. The GMIF comprises a range of funds that are both internally and externally managed. The internally managed funds are:
- £65m of Regional Growth Funding (RGF) awarded in rounds 2 and 3 to help local businesses grow;

- £34.6m of Growing Places (GP) funding which supports developers to tackle the infrastructure constraints of key housing or employment sites; and,
- receipts repaid RGF and GP funded loans which have begun to recycle ahead of schedule but the sums will increase substantially from 2016 onwards.

RGF funds are now fully invested and work is progressing to ensure the continued capacity and capability to invest. There has been a delay in investing GP funds caused by a necessary focus on investing Evergreen Funds which are time limited. Work is ongoing to develop a revised investment strategy for Growing Places.

4.7 The externally managed funds comprise:

- £61m of Evergreen funding used to develop commercial property across GM and the wider North West region. The fund is managed by CBRE;
- £20m of the GM loan fund sources from a combination of RGF and GM funding streams. This fund is managed by Maven Capital Partners.
- Outside the GMIF funds, the North West Fund is a £155m fund targeted at small and medium sized enterprises (SMEs). It is funded from the 2007-2013 European Regional Development Fund programme. It is a private sector organisation albeit publicly funded. £120m has been invested to date (77% of the total fund).

4.8 Three further areas of investment activity are worth noting. First, the development of a Life Sciences Investment Fund established in partnership with Cheshire and Warrington with Growth Deal funding. This will provide £20m of investment in Greater Manchester to support GM's growing cluster of businesses and high level expertise in the life sciences sector. This fund will help accelerate priority GMS8 which seeks to place GM at the leading edge of science and technology. Second, establishing a £300m recyclable housing investment fund, agreed as part of the Devolution Deal which will accelerate the delivery of new homes in GM (GMS5). And third, the development of two new investment funds (North West Fund / Evergreen 2 and Low Carbon) and are likely to be in the region of £90m, and are part of GM's new European Regional Development Fund programme. These funds will support investment in employment sites, infrastructure and low carbon projects and will contribute to GM's economic and low carbon goals. However, their development has been subject to delays caused by legal and strategic issues beyond GM's control, in particular whether the funds' managers need to be re-procured. Currently GM's efforts are focused on minimising the impact of this delay, but there is a funding gap caused by the success of the existing North West Evergreen 1 fund (which is fully committed) and the opening of the new Evergreen 2 and low carbon funds.

- 4.9 The development of a GM Spatial Framework (GMS4) is supported by three other priorities: GMS3 which focuses on collaborative efforts to revitalise GM's principal town centres;<sup>4</sup> GMS5 the principal aim of which is to stimulate the building of homes across different tenure types in places people want to live; and GMS6 which recognises the importance of maintaining high quality and resilient infrastructure in driving economic growth. GM's commitment to developing a strategic planning framework for the conurbation was strengthened by the Devolution Agreement's provision for GM's elected mayor to create a statutory spatial framework, subject to a unanimous vote of the Mayor's cabinet of ten district leaders.
- 4.10 Work on all four of these priorities is progressing well, in line with the agreed timetable. It should be noted however that the key performance indicator on housing completions is rated red (GMS5), while two under GMS3 - employment in town principal centres, and business stock in town centres - are both also flagged as red. Obviously this performance gives some cause for concern, but in all three instances GM's performance mirrors national trends. And it does serve to reinforce the importance of our work to find collaborative solutions to address these issues. The Devolution Agreement provides for GM to establish a new housing investment fund, which is a cornerstone of GM's approach to promoting housing growth. Over the ten year life of the £300m fund it is anticipated that through recycling that £750m will be invested in housing delivery. The fund will address constraints within the housing finance market, and hence unlock the delivery of housing across the conurbation, and will form an important part of the wider GM Place initiative. This initiative brings combines Homes and Communities Agency (HCA), district and GMCA capacity working alongside with investors, house builders (both volume and smaller companies), as well as infrastructure providers and public sector landowners. to provide an integrated, collaborative approach to bringing housing development forward,
- 4.11 GMS8 continues focuses on raising the scale, productivity and profile of science and technology in GM. Plans to establish the Sir Henry Royce Institute for Materials Research and Innovation were announced by Government in December 2014. Focused in Manchester, with satellite centres or "spokes" in Sheffield, Leeds and Liverpool, the Institute will integrate the strengths of academia and industry across the North, and the UK as a whole. Health North, the world's first partnership to use large-scale data to drive public sector reform in health and social care across a 15 million-strong population in the North of England. This will build on the North's strengths in health science, enabling better care for patients, and promoting innovation through analysis of data on the effectiveness of different drugs,

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<sup>4</sup> These are: Altrincham, Ashton, Bolton, Bury, Oldham, Rochdale, Stockport and Wigan.

treatments and health pathways. The first phase of this (£20m to establish four 'Connected Health Cities') is in progress. Funding for the Graphene Engineering Innovation Centre has now been agreed as part of GM's Growth Deal. This centre will ensure that GM is able to take full advantage of Graphene's economic potential. GM's Manufacturing Strategy is agreed and its recommendations to support the sector are being taken forward as a strand of business support activity (reported under GMS10 supporting business). Now similar work is underway to develop an agreed approach to the digital, creative and technology sector.

- 4.12 GM recognises the importance of developing a strong, vibrant, global brand, one which will attract investors, talent and visitors work to support this is captured in GMS 9. Activities are focused on coordinated activities in GM's key sectors and target markets. For instance in 2016 Manchester is European City of Science which presents an exciting opportunity to showcase the city region's science and innovation assets (work being taken forward under GMS8).
- 4.13 Finally it is worth noting that GM continues to innovate with its policy development and evidence base. GMS1 draws attention to two pieces of work which will help ensure that there is a clear link between policy and outcomes. The development of an evidence base to underpin an 'accelerated growth scenario' will enable us to forecast the impact of GM's growth and reform agenda in economic terms; while the 'closing the gap work' will make sure that GM's increased control of public spending results in the desired outcomes: to improve residents' lives, increase the GM tax take, and raises the conurbation's productivity.

## **5 SUPPORTING BUSINESS**

- 5.1 Evidence shows that GM is the UK city region outside of London most likely to be able to increase its long term growth rate, access international networks and contribute significantly to continued economic recovery. To stand the best chance of delivering this growth it is essential that our business support infrastructure and services are strengthened further, and are seamlessly integrated with nationally delivered services. The three priorities under this heading (and listed in the box below) are focused on ensuring that GM's business support offer: meets local needs and priorities; encourages firms to become more international in their outlook and exploits the commercial opportunities of a low carbon economy. Taken together activity to deliver these priorities will both help local businesses grow, but also to become more productive.

## SUPPORTING BUSINESS

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

- 5.2 There has been good progress made in this area. The 'Manchester Family' of companies (MIDAS, Marketing Manchester, Visit Manchester and New Economy), along with Economic Solutions (ESL), have been brought together into a streamlined group structure under the umbrella of the Manchester Growth Company. This reorganisation has facilitated the alignment of strategic objectives and work programmes under a single business plan and has also allowed efficiencies to be made in back-office operations. Joint-working has been further enhanced by the co-location of ESL's International Trade team, MIDAS and Marketing Manchester in the same offices. Indeed, Manchester's approach to the delivery of business support, inward investment, marketing and intelligence is viewed and promoted as a model of good practice nationally.
- 5.3 There has been some excellent progress made towards achieving GM's goal to secure greater local control over business support spend (GMS 10 and 11). The Devolution Agreement makes provision for business support budgets to be fully devolved by 2017. Additional negotiations with government are ensuring that collaborative working arrangements with nationally providers of growth services (including Growth Accelerator, Manufacturing Advisory Service and trade services) are tailored to GM's needs within the constraints of existing contracts in the period before 2017.
- 5.4 Securing continuity of funding for current business support provision presents a strategic challenge for GM. Although we were awarded a modest £625k of revenue support for our Business Growth Hub as part of Growth Deal negotiations, delays to the start of the new European funding programme present a risk for GM. Our business support programme will be enhanced by European funding, however delays to the start of the programme mean that activity will only be contracted by September 2015 at the earliest with newly commissioned activity scheduled to start in October 2015. To ensure there is no gap in provision we have negotiated greater flexibility with existing funding sources.
- 5.5 GM has supported a successful £19.5m Regional Growth Fund bid to continue its ground-breaking work to support the textiles sector nationally. The sector includes a broad spectrum of activity, from firms from producing traditional materials and products, to those involved in advanced manufacturing who work with smart textiles for use within the medical, aerospace, and automotive sectors. GM has also secured

further Regional Growth Fund support for its City Export Fund which will provide financial support to help GM firms to begin or scale up export activity. Support to firms to encourage them to export is progressing well. Although performance is above target, it should be noted that GM's firms significantly under perform on this metric compared to the national average and significant further work is required to close that gap. Work in this area complements the implementation of GM's Internationalisation Strategy which identified six key markets to focus resources to encourage export and inward investment activity.<sup>5</sup> Work under this strategic priority is closely aligned with activity to raise the profile of GM's global brand reported under GMS9.

- 5.6 Three of GMS10's business support KPIs (those around the number of business start ups, the numbers of businesses offered funding and the amount of funding offered) have been subject to some decline in performance. This is due to a tightening up of start up loan criteria by BIS which has resulted in a reduction in start up loans offered by Business Finance Solutions. Whilst this has adversely impacted on the number of new start ups it will help ensure that those start ups that are supported are sustainable. In addition, it is vital that the delay in establishing the North West (Evergreen) Fund (see GMS2) is minimised to ensure that a full range of financial products are available to GM businesses to support growth. GM now has a one year survival rate for businesses which is 0.7% ahead of the UK average (based on 2013 data). This is a real achievement and this improvement could well reflect the impact of Business Growth Hub support, however survival rates for businesses at two and five years are poor. Here we need to redouble our efforts to improve and integrate GM's business support offer.
- 5.7 GM has set out challenging targets around the low carbon agenda, seeking to reduce carbon emissions by 48% by 2020 (set out in GMS12). The Low Carbon Hub is overseeing an ambitious and wide ranging programme of work to help deliver this target. The most recent figures (from 2012) indicate that we have reduced emissions by 24% to 16,000kt; our target was to be at 15,000kt by this date. There have been challenges in delivering some aspects of this programme: in particular GM's Green Deal - like other Green Deal areas - has struggled to meet targets; we have also identified that financial products used to support low carbon schemes need to take account of the longer pay back times and capture the broader environmental benefits. Again, this is a challenge being faced nationally. In response to these challenges GM has set up a low carbon project development

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<sup>5</sup> The six target markets are: Europe, USA, China, Brazil, United Arab Emirates, and India.

unit supported by £3m European funding who have been tasked with developing a pipeline of low carbon projects.

## 6 WORKLESSNESS AND SKILLS

- 6.1 The Greater Manchester Strategy clearly identifies the skills and employment challenges faced by GM: first we have too many residents have low skills levels and high rates of economic inactivity; and second our skills and employment system is fragmented, and fails to deliver what the GM economy needs. These issues contribute significantly to the productivity gap between GM and the rest of the UK. Three cross-cutting priorities frame GM's approach to tackling this challenge, they are:

### WORKLESSNESS AND SKILLS

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

- 6.2 To successfully deliver these priorities all partners across GM, along with national agencies and government, need to work together. Evidence suggests that it is only through the greater integration of the skills and employment systems that more people will be supported into work and progress in the workplace. The employment and skills reforms that form part of GM's Devolution Agreement are a vote of confidence in GM's approach to this policy theme. The agreement provides some of the levers required to better integrate the employment and skills landscape in GM, and to deliver improved services and ultimately better outcomes for GM residents and employers. Areas of work that GM is expanding under the freedoms and flexibilities in our Devolution Agreement include:

- Enabling GM to **re-shape the post 19 skills system** to make sure that it best meets residents' needs enabling them to move into work or continue in education;
- Working with the Department of Work and Pensions to **co-commission new Work Programme** provision, to ensure it best meets GM's needs by dovetailing with local provision such as Working Well;
- Making sure that the **Apprenticeship Grant for Employers (AGE)** is aligned with broader support for GM residents and business needs.

It is also worth noting that there has been the considerable investment of Growth Deal Funds in the estate of GM's further education providers. This, together with other funding streams, form a £63m capital investment programme helping to strengthen the skills provider base.



- 6.3 However, the KPIs for GMS13 and 14 around skills levels for GM residents, and those relating to young people are all currently rated amber. This performance reflects the scale and complexity of the GM skills challenge. To reform the skills system effectively GM will require a much broader approach to devolution than currently proposed. The current GM Devolution Agreement excludes over 60% of education and training spend in GM for 16-24 year olds (e.g. apprenticeships are out of scope) and there are wider challenges relating to the education and skills system as a whole (including schools, colleges and higher education) that we are not yet empowered to address. We need greater control or influence over the whole skills system to ensure that it effectively drives productivity by aligning it with the needs of our local labour markets and by integrating the skills system with other people based programmes. We need greater flexibility regarding where and how public investment is made, together with greater levels of employer involvement and investment. We will continue to lobby Government for these additional powers.
- 6.4 European funding will provide additional investment across the three skills priorities, and this will be matched by national delivery organisations. Considerable efforts have been made to influence these providers so ensure what is delivered, in GM, is tailored to meet the needs of GM residents and businesses. A noteworthy feature of our skills activity is the way that delivery is firmly grounded in the needs of the local economy. So, for instance, GM has developed bespoke skills strategies focusing on growth sectors such as NW high speed rail, manufacturing and engineering, whilst other activity focuses the skills requirements of flagship projects such as the Airport City enterprise zone. GM recognises the importance of reducing the number of young people who are NEET (not in education, employment or training) and has designed a programme of interventions including appropriate advice and guidance, mentoring and a more effectively coordinated approach to tracking NEET young people's outcomes. By intervening early with effective interventions it is hoped that NEET young people will be able to successfully progress into work, which is altogether the best outcome for both the individual and GM's economy.

## **7 BUILDING INDEPENDENCE AND RAISING EXPECTATIONS THROUGH PUBLIC SECTOR REFORM**

- 7.1 The Greater Manchester Strategy, [Stronger Together](#), and our [Growth and Reform Plan](#) set out how we will achieve our ambitions. We are delivering growth, investing in infrastructure, skills and businesses. But to realise our ambition, we need to connect people to the opportunities that this growth brings. To do this, we need to support our people to become independent and self-reliant. By increasing independence and self-reliance we aim to reduce demand for expensive, reactive public services.

- 7.2 GM was the first place in the UK to put the reform of public services at the heart of its work to grow our economy. It is only by doing this that we will connect GM's residents to the opportunities that this growth will generate, and enable residents to lead more productive and fulfilling lives. Work on public service reform covers a wide range of issues including the national troubled families programme, employment and skills reform (linked to GMS priorities 13, 14 and 15), reforming justice and rehabilitation, and reforming early years provision. Together, these areas of work are helping develop local responses to tackling complex dependency and helping individuals and families turn their lives around. Central to this agenda is the role that the health sector has (including primary, acute and social care) to support individuals to have greater control of their lives with better levels of health. Two multi-themed strategic priorities describe GM's work, they are:

### **BUILDING INDEPENDENCE AND RAISING EXPECTATIONS THROUGH PUBLIC SECTOR REFORM**

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

- 7.3 Since the GMS refresh in 2013 our work on public sector reform has been given further impetus by the Devolution Agreement. This has given GM a number of freedoms and flexibilities: the scaling up of our work on complex dependency (through the expansion of the Working Well programme); the co-commissioning of the next phase of the Work Programme; and the redesign of the FE system to give a more integrated employment and skills system. Devolution also provides an opportunity to further develop our early years strategy, designing a model to work with schools to intervene earlier with children and families in need of support.
- 7.4 Work on public services reform is fully integrated with our work to improve our skills and employment provision, particularly that delivered under GMS13 and 14. For many individuals it is impossible to access skills and employment support until other issues (for instance health, housing, or domestic violence) have been appropriately addressed. A substantial programme of public service reform activity is now underway, overseen by the director of public service reform. Underpinning public service reform across Greater Manchester are three core principles:
- Integration of all public services, enabling key-workers to develop bespoke packages of support for individuals and

families, ensuring the right support, in the right sequence is available at the right time.

- Deploying evidence-based interventions, building our reform programme on an understanding of what works.
- Intervening on the basis of whole families not just individuals.

The work of the GM public services reform team oversees the delivery of GM programmes and also provides support to districts to help with the redesign of local services.

7.5 Work is progressing well across the thematic workstreams that underpin this work. For instance in early years we have been testing a new integrated approach to delivering early years services in places across GM. Early evidence suggests positive outcomes for children, parents and service providers. Our Devolution Agreement has offered us the opportunity to significantly extend the groups eligible for support using our Working Well model. This will give us the chance to support up to 50,000 residents who have not progressed into work after two years of support from the government's Work Programme. GM has been extremely successful in delivering its Troubled Families programme. 7,765 families have been turned through the support of our coordinated programme of activity. GM is the only area in the country to have been selected as a whole region to be an early adopter for phase 2 of the national programme is indicative of the confidence shown in our ability to deliver. We are continuing to discuss with Government areas for further reform and good progress in existing reform programmes such as Working Well and Troubled Families provides GM with valuable evidence and credibility to continue this discussion. Our work to date has had impact, but to deliver our ambition, we need to increase the pace and scale of reform. Over the next two years, we will focus on two central issues that sit at the heart of the public service challenge: tackling issues of complex dependency to move people towards employment; and integrating health and social care, ensuring preventative and reactive services are available in the right place at the right time.

7.6 The overarching aim of GMS17 is to improve the health and wellbeing of GM residents, by providing an integrated system of health and social care that responds more effectively and efficiently to their needs. As GM has some of the worst health outcomes and largest health inequalities in the UK, the focus of this work is to develop a more coherent and integrated system that places a strong emphasis on the promotion of wellbeing and the prevention of ill health. Prior to February 2015 the principal workstreams within this strategic priority were twofold: first, supporting districts to develop integrated health and care plans; and secondly, supporting the Healthier Together programme. However, the signing of Memorandum of Understanding (MoU) between the ten GM districts, the GM Clinical Commissioning Groups and NHS England in February 2015, has significantly changed the scale and pace of GM's aspirations about health and social care.

7.7 The overarching purpose of the MoU is to ensure the greatest and fastest possible improvement to the health and wellbeing of GM, by devolving control of the existing resources of around £6bn to GM by 2016. The scope of MoU is comprehensive and will involve the whole health and social care system, including: acute care; primary care; community services; mental health services; social care; public health; health education; and research and development.

7.8 A programme of work has been developed to support the delivery of the aims and objectives of the MoU, focussing on 5 core workstreams:

- The **development of a strategic (sustainability) plan** – this will provide a comprehensive strategic plan for health and social care, aligned to the NHS 5 Year Forward View, setting out how a clinically and financially sustainable landscape of commissioning and provision can be achieved across GM. Individual Locality Plans will be developed for the ten localities, which will reflect and be consistent with the GM Plan, but which will also reflect local priorities;
- Establishing the **governance and accountability framework** – to put in place appropriate decision making structures, making the necessary changes in legislation and working with other organisations within the health system to make sure we are able to develop the health and social care system that GM needs;
- **Devolving Responsibilities and Resources** - this will determine how commissioning responsibilities should be taken forward under these new arrangements, what areas falls within and scope of the agreement, and how these will be funded.
- Developing a **communication and partnership engagement strategy** – this workstream will focus on ensuring that there is a coherent and strategic approach to communications, engagement and partnership development.
- **Early Implementation Projects** – focusing on projects where early progress can be made using the new devolved arrangements to tackle some of GM's most pressing challenges (at scale) through the use of the new devolved arrangements.

7.9 The performance of this strategic priority has to focus on whether the agreed milestones, and their associated outcomes/outputs are on track, rather than a focus on system performance metrics. Since the signing of the MoU in February work has progressing well, and is on track to meet the deadlines prescribed within the MoU.

## 8 CONCLUSION

8.1 This report provides an overview of performance against the Greater Manchester Strategy, a strategy which sets out an enormously ambitious programme of work with similarly challenging targets. It

reviews high level performance across a wide ranging collection of interventions, which when taken together seek to deliver GM's growth and reform ambitions.

- 8.2 It should be noted that we will continue to strengthen performance management arrangements as we progress GM's devolution agenda. By doing this we will demonstrate whether the chosen suite of interventions are achieving the desired outcomes for GM. We are building on best practice of existing performance management arrangements within GM: for instance the Skills and Employment Partnership's Performance Board; and the Manchester Growth Company's thematic advisory boards. Learning from best practice is particularly important as we develop GM's approach to health and social care. Work is underway to refine the high level performance management of this priority, which when complete will help promote the wider understanding and greater transparency of this particularly complex area of work.
- 8.3 Evaluation is also crucial and so GM has been working with government to develop an evaluation framework for the Devolution Agreement. Given its scale, scope and innovative nature, there is an opportunity through effective evaluation to capture learning from GM's Devolution Deal to shape future programme and policy design both in GM and across the UK. Our evaluation and monitoring framework aims to provide evidence on:
- whether the devolving of power and responsibilities across a number of policy areas has created synergies, efficiencies, and more effective decision-making and service delivery in GM;
  - whether the devolution deal has resulted in better outcomes for GM's residents and businesses; and
  - the effectiveness of both Government and GM in implementing the devolution deal.
- 8.4 Performance across the piece is strong and the information set out in sections 2 and 3 confirms this. Progress against the GMS primary and secondary measures is largely positive and GM's GVA growth rate, the trajectory of which is well ahead of target, is particularly noteworthy. However, there are two areas in particular where we need to press government for greater freedoms and flexibilities to help us achieve our goals.
- 8.5 Firstly, the numbers of new homes built in GM have remained stubbornly low. We recognise that this is a national issue but local solutions need to be developed to accelerate the delivery of new housing. These new homes have to be of the right quality, in the right places and of the right tenure type. Our work with GM Place and the new housing investment fund begins to address some of the failures of the current system: by creating new development models; tackling financial barriers and easing the development process. However the investment fund will only deliver 15,000 new homes over the ten year

life of the fund. Much more needs to be done if we are to respond to this challenge at the scale needed. We need to increase the numbers of new homes built from the current base of around four thousand homes a year to at least ten thousand. We will continue to press government on this issue and work jointly to explore ways to address this challenge.

- 8.6 Secondly, GM's performance on skills is mixed. This reflects the scale of the challenge rather than a judgment of the quality of the work being undertaken. Whilst the percentage of working age residents with level 2 skills is ahead of the 2014 target (but is still 1.6% behind the UK rate); for level 4 skills we are not only 0.2% behind 2014 target but more worryingly the gap between us and the rest of the UK is widening. In 2014 GM is now 3.9% behind the UK rate, in 2011 we were 2.9% behind. The skill level of a workforce is also reflected in the wages it can command. Here again the gap between GM and UK has increased: in 2012 GM's median salary was 7.6% less than the UK's; it now is 9%, or £2250 less than the UK figure of £27,195.
- 8.7 GM is confident that it can address this challenge, but only if we are empowered to do so. We need influence - if not control - the whole skills system to ensure it delivers what GM needs. Currently our Devolution Agreement gives us control over only 40% of training spend for 16-24 year olds and we have no control over schools, colleges, apprenticeships or higher education. To progress this agenda we need more flexibility over where, and how, public investment is made. This needs to be combined with greater levels of employer involvement and investment. We will continue to press government on this matter to secure greater powers in this area.
- 8.8 The past year has been a momentous one for Greater Manchester. The powers and flexibilities gained as part of our devolution agreement are significant and are a vote of confidence in our ability to deliver. From June 2015 the appointment of a GM Interim Mayor will provide additional leadership capacity: someone who will help us maintain a sharp focus on delivery. Greater Manchester has worked hard to put delivery arrangements in place that will ensure that we have the best chance of fulfilling the Strategy's commitments to Greater Manchester's residents and businesses. This report marks a watershed on our progress on this journey.

## Greater Manchester Strategy Performance Framework:

### RAG DEFINITIONS

#### Milestones....

- Mark the completion of key activities necessary to achieve the delivery of the strategic priority (The headline activities should summarise the main areas of activity that you or your team are working on over the next two years);
- Should outline the high-level commitments which are essential enablers for the priority. They may refer to
  - processes (for example agreed plans, contracts, negotiations), or
  - physical or tangible developments (for example buildings).
- Must be SMART - specific, measureable, achievable, realistic, time-bound

#### Milestones will be RAYG rated using the following definitions

- G** Progress is ahead of or on schedule with the milestone achieved or likely to be achieved.
- Y** Progress is behind schedule but able to be recovered and there is a good change that the milestone will be achieved.
- A** Progress is behind schedule with key issues impeding recovery, but may be resolved with mitigating action. There is a significant risk that the milestone will not be achieved.
- R** Progress is behind schedule with recovery doubtful and the milestone unlikely to be achieved, or the ability to achieve the milestone is impaired by external factors which cannot be resolved.

#### Second Tier indicators (key performance indicators) should...

- Relate directly to the main areas of activity being delivered under a priority;
- Already be collected as part a priority's more detailed performance managements.

#### Second Tier indicators will be rated using the following definitions

- G** The target set for this indicator has been achieved or is on track to be achieved.
- A** The target for this indicator has not been met, but under-performance is by <10% and the direction of travel is in the desired direction.
- R**



# Greater Manchester Strategy Performance Framework: priority update

**(GMS1) Reshaping our economy to meet new global demands:** the global economy is going through profound changes which will threaten our prosperity if we fail to adapt to them, but offer significant opportunities if we do. We must anticipate changes in global demand and foster the right economic conditions which will position us to succeed.

Contributes to these GMS headline indicators:

- 1 Gross Value Added (GVA)  
Increased share of UK full time equivalent
- 2 jobs
- 3
- 4
- 5

## Milestones for 2014/16:

Milestone	Progress update	RAG rating
This overarching priority captures the high level policy work which underpins GM's strategic ambitions. The GM Strategy, Growth and Reform Plan, the Devolution Deal and the Memorandum of Understanding with the Dept of Health form part of an integrated approach -across policy areas- to reshaping GM's economy. Two areas of work will enhance our understanding of the impact of the work that is taking place across the strategy. They are:	NA	N/A
<b>Development of an "accelerated growth scenario"</b> to forecast employment growth, including a sectoral analysis of our key growth sectors, and an assessment of demographic change and the housing requirements arising from that change. This will essentially be a "policy on" scenario, to forecast the impact of growth and reform agenda in economic terms.	The evidence base to support the development of the 'accelerated growth scenario' is in place, and Oxford Economics have been engaged to undertake the economic modelling required.	Green
<b>Closing the Gap:</b> ensuring that GM's increasing level of control over the levers and resources which impact on our ability to deliver economic growth and to improve the quality of life for local residents results in a closing of the gap between expenditure on public resources and tax take in GM. Securing the financial self-sustainability of Greater Manchester is a realistic ambition.	Significant progress has been made in securing the levers and resources required to deliver economic growth and improve the quality of life for our residents following the Devolution Agreement and the development of the Health & Social Care Memorandum of Understanding. Work is now underway to implement these agreements, although we are clear that we consider this to be the beginning of a longer term 'Roadmap' to full devolution. An evaluation framework is being developed as part of that implementation process to assess the impact of our growth and reform agenda.	Green

## Key Performance Indicators

KPI	Baseline (2013/14)	Target (Mar 2016)	Current performance	RAG rating
By 2020/21, tax take in Greater Manchester will have risen to £21.5bn and public expenditure will have fallen to £20.9bn.	tbc	tbc	tbc	tbc

## Performance comments:

Excellent progress has been made in devolving control over public spend in Greater Manchester financial freedoms. The Devolution Agreement and the Memorandum of Understanding with the Department of Health mark two key milestones in GM's long term goal to secure full fiscal devolution for the city region.

## Additional and supporting information:

Growth and Reform Plan, Growth Deal, Devolution Agreement, Memorandum of Understanding with the Department of Health



# Greater Manchester Strategy Performance Framework: priority update

**(GMS2) Deliver an Investment Strategy based on market needs:** GM's Investment Strategy is based on a clear understanding of the role and function of places and the offer that those places can make to potential investors. The Greater Manchester Investment Fund is a virtual pool of funding that delivers GM's Investment Strategy under the direction of the GMCA. The fund is used to support economic growth across Greater Manchester.

**Contributes to these GMS headline indicators:**

- 1 Gross Value Added (GVA)
- 2 Increased share of UK full time equivalent jobs
- 3
- 4
- 5

## Milestones for 2014/16:

Milestone	Progress update	RAG rating
Commit the remaining balance of Regional Growth Funding (RGF) by March 2015.	The RGF funds are currently overcommitted to take account of projects that do not proceed through to funding.	Green
Invest the balance of RGF 3 funds by May 2015 and the balance of RGF 2 funds by March 2016 (as required by their grant conditions).	All funds are scheduled to be disbursed in advance of the deadlines.	Green
Invest the balance of the Growing Places Fund (GPF) and work with districts to develop the pipeline of eligible schemes.	There is currently £9.7m of non-leveraged Growing Places Funds (GPF) available with a known pipeline of £6.8m.	Yellow
Establish two European Regional Development Fund (ERDF) Financial Instruments (Evergreen 2 and Low Carbon Fund) as part of the new 2014-20 programme.	The team are working through the legal and strategic issues associated with establishing the fund.	Yellow
Establish the Housing Investment Fund. Agreed as part of GM's Devolution Agreement this ten year fund will support the delivery of between 10,000-15,000 homes.	The team are working through the legal and strategic issues associated with establishing the fund and the assurance arrangements will be complete by the end of summer 2015.	Green
Recycle the RGF and GPF investments that have been repaid back so that they can be reinvested. The key benefit of a joined up approach is that investments made with recycled funds have fewer conditions on how funds are used.	Funds are not due to return in any quantum until 2016.	Green

## Key Performance Indicators

KPI	Baseline 2013/14	Target Mar 2016	Current performance	RAG rating
Regional Growth Fund commitment	£36.4m	£65m	£68.65m	Green
Growing Places Fund commitment	£26.9m	£35m	£25.3m	Yellow
Regional Growth Fund investment	£17.7m	£65m	£34.3m	Green
Recycled RGF funds	£0.1m	£8.7m	£1.8m	Green
Recycled GPF funds	£0m	£4.1m	£4.1m	Green

## Performance comments:

The team is on track to commit and spend the £65m of RGF funding. The Growing Places funding has taken longer than anticipated to commit, due to a couple of significant projects failing to progress - there is a pipeline in place to utilise the remaining funding and funds have started to recycle ahead of schedule. Please note that a life sciences investment fund is being tracked under priority GMS 8 Placing our city region at the leading edge of science and technology.

## Additional and supporting information:

Value of funding streams awarded to the GMCA and are part of the GM Investment Fund: Regional Growth Fund 2 - £30m; Regional Growth Fund 3- £35m; Growing Places £54.6m.

# Greater Manchester Strategy Performance Framework: priority update

**(GMS3) Revitalising our town centres:** town centres lie at the heart of our local communities but continue to face a series of fundamental challenges that we must address if we are to ensure that prosperity is shared across our city region and not limited to pockets of relative success. Town centres are under constant competition from out of town sites and from online shopping. These changes threaten the future of every town centre in the country. GM is working collaboratively to ensure that its town centres respond proactively to these challenges.

Contributes to these GMS headline indicators:

- 1 Gross Value Added (GVA)
- 2 Business start-up & survival
- 3
- 4
- 5

## Milestones for 2014/16:

Milestone	Progress update	RAG rating
Develop and maintain a pipeline of investment opportunities in GMS principal town centres (which are Altrincham, Ashton, Bolton, Bury, Oldham, Rochdale, Stockport and Wigan). This pipeline is underpinned by an understanding of each town centre's sustainable core offer including retail, leisure, commercial, residential or other uses. Use this as a foundation to attract new investment opportunities.	All districts are in a dialogue with the GM Investment Team, supported by consultants to develop funding strategies to develop emerging schemes.	Green
Ensure town centres work is linked to the GM Spatial Framework (GMSF) to capture the progress made across all 8 principal town centres and identifying further work that could further strengthen the town centre offer.	This work has been integrated into the wider evidence building for the GMSF and is on track.	Green
Build and maintain stronger relationships with the large high street multiples with the objective of maximising the attractiveness of town centres. By working collaboratively, using a one retail agent to broker relationships at Head Office level the emerging opportunities and developments in each centre will be communicated to influence investment decisions by made by multiples.	A retail agent is providing an assessment of how large multiples' future plans might impact on the retail offer in GM's 8 principal town centres.	Green
Develop support packages for independent businesses in town centres to encourage local entrepreneurs to locate in town centres. Potential businesses in the retail, leisure, food and beverage, creative sectors will be supported to diversify the town centre offer. This approach is being piloted in two areas which may then be rolled out more widely in GM.	Work is progressing well in the chosen pilot sites in Wigan and Oldham and the results of this work are due to be reported in May 2015.	Green

## Key Performance Indicators

KPI	Baseline (2013/14)	Target (Mar 2016)	Current performance	RAG rating
Employment in principal town centres	115,700 (2012)	Increase of 2%	Change of -1% (2012-13) NB: 2014 data not available until October 2015	Red
Day visitors to local authority areas with a principal town centre	30.5 mill (2012)	To see average increase in all areas	30.9 mill visitors in 2013, change of +0.4 mill (figures exclude Bury & Rochdale who do not purchase data)	Green
Business stock in all 8 principal town centres (a measure of the UK Businesses Count, local units, based upon Super Output Areas of best fit for town centres - NOMIS)	9,310 (2013)	Increase of 2%	9,255 business units in 2014, a change of -0.6% (55 fewer businesses)	Red

**Performance comments:**

The momentum of work and priority attached to town centres has been accelerated across Greater Manchester in recent years. Each District is undertaking a significant amount of work in their principal town centre, with a clearer longer term strategy and sequenced set of initiatives designed to diversify the town centre economy and revitalise the wider area. However, there is always scope for further work and some key problems still remain. As such, evidence is currently being refreshed to assess what has happened in last 3 years, reviewing progress and what we have achieved as a basis for any further work. This work is an important component of the work on developing the spatial framework.

**Additional and supporting information:**

Town Centres Report

# Greater Manchester Strategy Performance Framework: priority update

## (GMS4) Creating the spaces and places that will

**nurture success:** a competitive city region needs investment sites which can become practical, desirable and unique destinations that are responsive to market demand. In its Devolution agreement GM was given the powers to create a statutory spatial framework for Greater Manchester which will help manage the demand across GM in the most effective way and will help to maximise our growth and development potential.

Contributes to these GMS headline indicators:

- 1 Gross Value Added (GVA)
- 2 Increase share of UK full time equivalent jobs
- 3
- 4
- 5

### Milestones for 2014/16:

Milestone	Progress update	RAG rating
Following approval by joint GMCA/AGMA Exec (November, 2014) reports have been taken to the 10 full district councils on formal amends to the AGMA constitution, agreed scope of GMSF and delegation of processes to the AGMA executive.	Evidence base currently has been considered by Districts, consultation document being finalised following decisions by Leaders in August 2014.	Green
Consultation on extended evidence base and spatial options developed and published by November 2015. This work builds on the initial consultation on GM's requirement for housing and employment and completed in September 2014.	Implications of a GM Development Plan Document have been considered by planning lead officers and general scope, process and resourcing are being firmed up in discussions	Green
Consultation on full draft GMSF including formal period for stakeholders and residents to make 'representations' about their views on the draft plan to take place in 2016.	Leaders agreed overall timetable, detail of timetable towards late 2015 which will be confirmed in June 2015.	Green
Publication of the GMSF and a further period for representations between March and April 2017.	Planned milestone	Green
Submission of the GMSF to Secretary of State, following agreement through 10 Districts in October 2017.	Planned milestone	Green
Examination in Public in 2017	Planned milestone	Green
Final adoption of GMSF by AGMA and all 10 Districts in 2018	Planned milestone	Green

### Key Performance Indicators

KPI	Baseline (2013/14)	Target Mar 2016	Current performance	RAG rating
The nature of this work means that the milestones form the KPIs for this work.				

### Performance comments:

AGMA's decision in August 2014 to develop a formal Development Plan Document has been strengthened by the provisions of GM's Devolution Agreement which includes the power to create a statutory spatial framework for Greater Manchester. This plan has to be approved by a unanimous vote of the Mayor's Cabinet. A budget to progress this work has been identified and agreed and existing district staff are being used to progress this work in the first instance. The work on the spatial framework is closely linked to the GMS strategic priorities on town centres, housing and infrastructure.

### Additional and supporting information:

A report on the GMSF and feedback from the initial consultation was considered at the January 2015 meeting of the planning and housing commission and GMCA Scrutiny Pool on 13/02/15.

# Greater Manchester Strategy Performance Framework: priority update

## (GMS5) Stimulating and reshaping our housing

**market:** we want GM to be a place where the working households that will drive our economy forward are able to find homes and the quality neighbourhoods they need at a price they can afford. The Devolution Agreement gave GM control over a £300m Housing Investment Fund to accelerate the building of homes in GM.

### Contributes to these GMS headline indicators:

- 1 Net new houses built & retrofitted
- 2 Gross Value Added (GVA)
- 3
- 4
- 5

### Milestones for 2014/16:

Milestone	Progress update	RAG rating
Establish a GM wide fund, to be delivered by 'GM Place'- to drive delivery of new housing in GM by April 2015	A GM vehicle has been established in line with August 2014 proposal. This has been strengthened by the commitment of £300m of investment funding agreed as part of the Devolution Agreement. This provision to complement and multiply impact of existing district strategies and partnerships by adding capacity, expertise and connections to investors and new approaches to development	Green
Establish arrangements for operation of a GM Housing Investment Fund to be open for proposals by April 2015. Anticipated draw down of funds from July 2015.	The preparatory work is well underway following post-devolution negotiations with the Department of Communities and Local Government/Treasury. A skills and capacity assurance review to be completed by Department Communities and Local Government in June 2015 in order to draw funds in July 2015.	Green
Develop and maintain a pipeline of investment propositions with the first investments being drawn down by July 2015.	The pipeline builds on projects already identified by Homes and Communities Agency. A prospectus has been soft launched and expressions of interest are being submitted to GM Place.	Green

### Key Performance Indicators

KPI	Baseline (2013/14)	Target Mar 2016	Current performance	RAG rating
Annual rate of new housing completions	5,350 (2012/13)	circa 7,000	4,160 (2013/14 - latest available)	Red
Number of empty homes	46,240 (Oct. 2012)	continued	37,275 (Oct. 2013 - latest available)	Green

### Performance comments:

Good progress has been made on this strategic priority with the devolution package £300m Housing Investment Fund adding further leverage and impetus to the broad approach already agreed for residential growth activity.

### Additional and supporting information:

Devolution Agreement, GM Place

# Greater Manchester Strategy Performance Framework: priority update

## (GMS6) Crafting a plan for growth and

**infrastructure:** high quality, resilient infrastructure drives competitiveness and economic growth by increasing productivity, reducing costs and extending the reach of business. Our strategic approach recognises the interconnectivity and interdependency of different forms of infrastructure and this approach will help support ongoing sustainable growth in the conurbation.

### Contributes to these GMS headline indicators:

- 1 Gross Value Added (GVA)
- 2 Increased share of UK full time equivalent jobs
- 3
- 4
- 5

### Milestones for 2014/16:

Milestone	Progress update	RAG rating
Develop a systematic approach to infrastructure appraisal of sites and growth locations through establishing better ways of interacting with different utility / infrastructure providers to achieve more efficient process and outcomes. This work is an essential component of the development of GM's spatial framework.	Led by the Local Enterprise Partnership (LEP), GM Infrastructure Advisory Group (IAG) has been established (June, 2014) to engage infrastructure providers. This work initially supported by the LEP is explore options for obtaining government funding on the basis that it might be used as a pilot for other UK cities.	Green
Map infrastructure assets to make spatial and infrastructure planning easier and embedding the information acquired through the pilots into our wider strategic work allowing GM to build mainstream capacity around this issue.	Project plan to deliver the Infrastructure Map of existing assets and constraints has been agreed and support of £330k has been provided by the Cabinet Office	Green
Establish a baseline and use growth trends to create scenarios for near-term demands for additional infrastructure so that the likely impact of individual developments on infrastructure can be fed into planning processes.	Draft collaboration agreement presented to the IAG from the Future Cities Catapult and follow on workshop held in February (2015), work plan underway for activities to be priorities in 2015/16	Green

### Key Performance Indicators

KPI	Baseline (2013/14)	Target (Mar 2016)	Current performance	RAG rating
Milestones form the KPIs for this work				

### Performance comments:

This work has received high level support from government and the GM infrastructure map has been completed and dissemination events are now being held with public and private stakeholders. The map brings together public and private sector infrastructure data sets, with a view to identifying the challenges and opportunities for growth that existing infrastructure creates. The possibility of adding further data to the map is ongoing. This priority supports the delivery of both the GMSF and GM Housing Investment Fund.

### Additional and supporting information:

For further background please see the LEP report (item 6) considered on the 16 January 2014.

# Greater Manchester Strategy Performance Framework: priority update

**(GMS7) Improving connectivity locally, nationally and internationally:** GM has consistently placed connectivity and transport investment at the heart of its economic strategy. We need continued focus on investing in the city region's strategic transport network to further enhance local, national, and international connectivity.

**Contributes to these GMS headline indicators:**

- 1 Increase in non car journeys to work
- 2 CO2 emissions
- 3
- 4
- 5

**Milestones for 2014/16:**

Milestone	Progress update	RAG rating
<p>GM has an ambitious capital programme which will make sure that the transport network across the conurbation better serves the needs of residents and businesses. Key schemes that will help deliver this aspiration include:</p> <p><b>Metrolink expansion:</b> Airport Line scheduled 2015, Second City Crossing 2017;</p> <p><b>Bus Priority Scheme:</b> Leigh Salford Manchester scheduled to open 2015 (?), Cross City Bus Scheme, 2015 (?); Interchange Schemes: Rochdale opened 2013, Altrincham opened Dec 2014, Wythenshawe scheduled for 2015, Bolton 2017.</p> <p><b>Growth Deal Capital Programme</b> implementation plan to be agreed by GMCA/scheme promoters - March 2015</p>	<p><b>Metrolink:</b> Airport November 2014 (year ahead of schedule), Second City Crossing in progress;</p> <p><b>Bus Priority</b> schemes on track. Interchange schemes on track.</p> <p><b>Growth Deal Programme</b> – development of individual schemes and associated business cases is progressing in line with scheduled timescales</p>	Green
<p>GM Devolution Agreement gives GM greater power over a number of transport reform proposals include:</p> <ul style="list-style-type: none"> <li>- bus market reform which will give GM more influence to ensure that bus services in GM meet the needs of local travellers and employers;</li> <li>- management of local rail stations to ensure that the facilities offered meet customers' needs;</li> <li>- joint working with Highways Agency over management of the strategic road network in GM; and</li> <li>- establishment of future single, multi-year transport funding settlement (similar to the London arrangement) to enable GM to plan more strategically.</li> </ul>	<p>Preparatory work undertaken in relation to the key transport reforms:</p> <ul style="list-style-type: none"> <li>- bus franchising proposition in development for public consultation, summer 2015;</li> <li>- proposition for local management of GM rail stations included as option in Northern and Transpennine franchise documentation; and</li> <li>- Memorandum of Understanding between GMCA/TfGM/Highways England in preparation; and</li> <li>- ongoing liaison with Highways Agency in relation to closer joint working.</li> </ul>	Green
<p>Smart ticketing system, similar to an Oyster card, which will make it easier for travellers to pay for travel within the conurbation. Phased introduction of ticketing system across public transport network, commencing with Metrolink (2014/15), followed by bus and rail.</p>	<p>Phased implementation of Smartcard on Metrolink ongoing but has been subject to a short, but recoverable delay.</p>	Yellow
<p>Manchester Airport is the only hub airport outside the South East and its continued success is a vital part of the conurbation's economic success. The development of new business routes is vital for GM's internationalisation work, in addition to the economic value of its leisure routes.</p>	<p>Manchester Airport currently serves 22m passengers pa with 65+ airlines to 200+ destinations, with global reach through direct or one-stop routes. New routes include: direct service to Hong Kong with Cathay Pacific (Manchester the only airport outside London with direct links to China).</p>	Green
<p>Ensure that the Local Sustainable Transport funded Travel Choices Programmes are delivered. These programmes aim to 'nudge' residents and businesses to make sustainable travel choices through a combination of information, marketing about new developments that support sustainable travel: for example new cycling facilities, personal travel planning advice, and working with businesses.</p>	<p>All Travel Choices programme key performance indicators achieved or on track, including Commuter Cycle Project</p>	Green

<p>GM was awarded £20m Cycle City Ambition Grant to provide significant developments to Greater Manchester's cycling infrastructure. Work is underway local authorities and cycling groups to develop and implement a number of programmes that will make it easier to cycle than ever before, including continuous, largely segregated cycle routes to key destinations of employment, education and training. Improved cycle access and parking facilities at key interchanges with a number of Cycle &amp; Ride stations at key locations including Metrolink Stops, as well as the Better By Cycle Schools programme will improve access and cycling facilities for students and staff alike.</p>	<p>Good progress has been made with the Cycle City Programme, including commencing a number of Cycleways, including the Ashton Canal, and undertaking consultation. All programme outputs are currently on track to be delivered by September 2015. An application for phase 2 of the Cycle City programme submitted 30 Jan 2015.</p>	<p><b>Green</b></p>
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**Key Performance Indicators**

KPI	Baseline (2013/14)	Target (Mar 2016)	Current performance	RAG rating
Increase in non car journeys to work	26% (2010)		Latest fig 28% (2013)	Green
CO2 emissions from vehicles on GM roads	4.76 m tonnes (2005 - revised from 4.81 m tonnes)		Latest fig 4.19 m tonnes (2012)	Green
Casualty rates on GM roads (total KSI -Killed or Seriously Injured on GM roads)	916 KSI (av 2005-9)		656 (Jan 2013 to Dec 2013)	Green
Trip to key town centres (Regional Centre / 9 Town Centres) - proportion of trips by non-car modes entering the Regional Centre and the town centres of Bolton, Bury, Oldham, Rochdale, Eccles, Stockport, Ashton, Altrincham, Wigan in the AM peak	70.2% / 46.6%		73.2% / 50.7% (2014)	Green/ Green
Cycling levels (index of cycling use)	Index = 100% at 2010		Latest fig 118 (2013)	Green
Emission of NOx from road traffic	12,682		Latest fig 10,774 tonnes (2012)	Green

**Performance comments:**

Greater Manchester has been highly successful in securing additional investment in transport infrastructure in particular through the Growth Deal Capital Programme and through the Devolution Agreement. It should be noted that the Greater Manchester transport capital programme and travel promotion programmes are the subject of regular reporting to TfGMC and GMCA.

**Additional and supporting information:**



## Greater Manchester Strategy Performance Framework: priority update

### (GMS8) Placing our city region at the leading

**edge of science and technology:** the world is changing rapidly. The growth of emerging economies such as China and India and trends such as urbanisation, an ageing population, climate change and scarcity of natural resources are happening at an unprecedented pace and scale. GM has an impressive and growing science asset base which combines the research capabilities of our universities and an increasing number of businesses in this sector.

### Contributes to these GMS headline indicators:

- 1 Number of full time equivalent jobs
- 2 Gross value added (GVA)
- 3
- 4
- 5

### Milestones for 2014/16:

Milestone	Progress update	RAG rating
Ensure that GM maximises the benefit of Manchester's 'European City of Science' status in 2016 by helping to shape the programme and publicising opportunities linked to this initiative.	New Economy and Marketing Manchester are working together to publicise the event and wider opportunities, eg. tying in with GM/CE Life Sciences strategy, graphene week and Tech/Digital events. The call for Scientific Programme has just launched and the initial promotional material has been produced. Engagement with business is going to be a key feature of this programme	Green
Invest GM's science asset base through the development of a life sciences investment fund, and supporting the delivery of the Graphene Engineering Innovation Centre (GEIC). The GEIC will be critical in the development of commercial applications for graphene, and in maintaining the UK's world-leading position in graphene and related 2-D materials.	Co-invest in the development of the GEIC through using Local Growth Fund allocation.	Green
Recognising the critical role that technology plays in driving GM's economy, the Greater Manchester Digital, Creative, Tech Narrative & Action Plan has been agreed by LEP & GMCA. Four headline actions have been identified: 1. Profile and brand; 2. Digital skills development; 3. Digital Finance; and 4. Evidence based policy and delivery structures.	MGC are overseeing the co-ordination and delivery of the agreed actions.	Yellow

### Key Performance Indicators

KPI	Baseline (2013/14)	Target March 2016	Current performance	RAG rating
<b>Increased GVA</b> - GVA generated by GM's science and technology sector	£4,222 million	£5,500 million	Next data release due in December 2015 (GM Forecasting Model)	
<b>Companies</b> - Number of companies in GM's science and technology sector	8,100	10,800	Next data release due in October 2015 (IDBR)	
<b>Jobs</b> - Total employment in GM's science and technology sector	63,100	66,000	Next data release due in September 2015 (BRES)	
<b>Skills</b> - Participation in STEM (science, technology, engineering and maths) subjects at A-Level (number of entries)	10,242	TBC	Next data release due in January 2016 (DfE -Department for Education)	
<b>Skills</b> - Achievement in STEM subjects at A-Level (number of passes at A*-E)	2,787	TBC	Next data release due in January 2016 (DfE)	
<b>Skills</b> - Number of apprenticeships in GM's science and technology sector at level 3+	3,422	TBC	Next data release due in September 2016 (Skills Funding Agency datacube)	
<b>Research impact</b> - Value of collaborative research across GM's Higher Education Institutions (data currently only available for University of Manchester and Manchester Metropolitan University)	£80 million	TBC	Next data release due in May 2015 (Higher Education -Busines, Community Interaction (HE-BCISurvey))	
<b>Research impact</b> - Number of new patent applications filed across GM's HEIs (data currently only available for UoM and MMU)	100	TBC	Next data release due in May 2015 (HE-BCI Survey)	

**Performance comments:**

Considerable progress has been made across this priority, particularly with the adoption of the manufacturing strategy now being delivered under GMS 10, and the development of an agreed approach to science and innovation and technology sectors. Manchester's status as 'City of Science' in 2016 provides an excellent opportunity to show case the city region's science and technology strengths. Finally it is worth noting the considerable the investment that is being made in GM's science assets and infrastructure through the Life Sciences Fund, being delivered under GMS 2 and that sufficient funding is available to support the building the Graphene Engineering Innovation Centre which will ensure that GM is able to take full advantage of the discovery's economic potential. The suite of chosen KPIs when fully populated will describe the sector's health of the science sector, combining business indicators alongside those which provide a snapshot of both the university based research and schools participation in STEM subjects.

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**Additional and supporting information:**

# Greater Manchester Strategy Performance Framework: priority update

**(GMS9) Building our global brand:** a distinctive sense of place and strong city brand is critical to attracting talent, investment and visitors. Each of GM's districts has unique selling points - its sheer diversity of communities, landscape and places coupled with its tolerant and welcoming nature are assets we can use to our advantage. Investment in our culture and heritage is a critical part of innovation and growth. We have a strong story to tell in our social justice and industrial heritage, world class institutions and our established, internationally recognised brands.

## Contributes to these GMS headline indicators:

- 1 Gross Value Added (GVA)
- 2 Increase share of UK full time equivalent jobs
- 3
- 4
- 5

## Milestones for 2014/16:

Milestone	Progress update	RAG rating
Delivery of an international marketing plan to ensure that Greater Manchester's distinctive sense of place promotes the city region as a place to live, visit study and invest. This work will incorporate sector campaigns.	Delivery of the international marketing plan is underway with detailed activity in the priority sectors of Creative and Digital and Life Sciences.	Amber
Create media engagement strategy which will raise the profile of the city region in national and international markets. This will be measured against Advertising Value Equivalent (AVE) targets.	A media engagement programme is currently underway in the key target markets and sectors. Media engagement also supports key marketing activity and events. In market media support will be used to raise GM's profile in the world's biggest digital and creative conference, South by South West and to provide focus for the future promotional of the creative and digital sector.	Amber
Resource and develop a work programme to generate additional conference business in Greater Manchester which reflects GM's key sectors.	A lead generation manager is now in post with a remit to accelerate the investigation of new conferences within the sports science sector, whilst also creating a route map to develop a new conference (in any sector). Leads for new business are being followed up related to the new National Graphene Institute and within the digital and economic development sectors. Marketing Manchester supported the UK Green Build Council in the creation of a new regional conference in January 2015.	Green
Scope and complete feasibility study on the new 'Manchester Channel' which will provide a digital platform to promote Greater Manchester's offer to a global audience.	A scoping exercise has been completed and the GM Local Enterprise Partnership (LEP) have approved the next stage of progress; to develop a full business plan with costed options.	Green
Commence delivery and launch Global Ambassadors Programme. Global Ambassadors are well connected leaders in target sectors and international markets who promote positive national and international perceptions of Manchester and support aspirations to attract talent and investment.	A steering group has been established chaired by Colette Roche of MAG. Following the steering group nominations. Five high profile ambassadors have agreed to take part in the programme. Next steps are to follow up on initial business leads and research opportunities and develop a bespoke plan for each of the ambassadors.	Green
London remains a critical market to reach national and international audiences for Greater Manchester. Therefore a number of in-market and London based international events have been selected to support work to raise GM's national and	A number of London-based projects has been successfully delivered including MIPIM UK, Northern Cities event and a business tourism networking dinner.	Amber

Provide strategic leadership to the tourism sector to ensure that the actions contained in GM's Destination Management Plan for 2014-2017 are delivered.	Following a number of rounds of consultation with the Visitor Economy Forum and wider stakeholders, the DMP and now moves into the delivery of its action plan focused around the four strategic aims. Please note that Manchester is used as the 'attack brand' to market Greater Manchester to external audiences. 1. Promote Greater Manchester as a successful international destination. 2. Further develop Manchester as a leading events destination. 3. Improve the quality and appeal of the product offer. 4. Maximise the capacity for growth.	<b>Green</b>
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### Key Performance Indicators

KPI	Baseline (2013/14)	Target (Mar 2016)	Current performance	RAG rating
£ impact of conferences won	0	£15m	£15m	Green
Increase no of overseas visitors	1.09m		1.17m (2013)	tbc
Increase value of tourism	£6.6bn (2012)		£7bn (2013)	tbc
Improve economic impact of business events	£822 (2011)		£823 (2013)	Amber
Value of additional visitor spend	tbc	tbc	tbc	tbc

### Performance comments:

There has been promising start to coordinating activities which will raise the impact of the GM brand to local, national and international markets. Particularly noteworthy is the launch of the global ambassadors programme, which is an exciting new approach to raising the profile of the city region's brand.

### Additional and supporting information:

Marketing Mancehster's Business Plan, GM Visitor Economy Strategy, GM's Destination Management Plan

# Greater Manchester Strategy Performance Framework: priority update

**(GMS10) Supporting business growth with strong, integrated support:** to use our combined expertise in business support to attract entrepreneurs, start-ups and fresh talent to the city region. We want to grow our business base above the 90,000 GM companies through targeted incentives for those that offer the greatest trade, investment and growth prospects which respond to GM's particular strengths, building on our domestic and international assets.

- Contributes to these GMS headline indicators:**
- 1 Increase share of UK full time equivalent jobs
  - 2 Gross Value Added (GVA)
  - 3 Median Salary levels
  - 4 Business startup & survival
  - 5

## Milestones for 2014/16:

Milestone	Progress update	RAG rating
Business Finance: Launch Angel Co-investment Fund in October 2014 which will increase investment in small businesses particularly in the science, technology and innovation sectors.	<b>COMPLETE:</b> Launch took place on 26 November 2014. Initial £300k of funding secured. UK Business Angels Association contracted for technical support.	Green
Innovation: Launch new Business Growth Hub Innovation Service by October 2014. This provides firms with an innovation growth advisor who will support firms who want to launch innovative products and services by giving access to technology support and help with funding.	<b>COMPLETE:</b> Service went live in October 2014 with all staff now in post.	Green
Manufacturing: Greater Manchester Manufacturing Strategy agreed by Local Enterprise Partnership (LEP) & GM Combined Authority (CA) and developed in close consultation with a range of stakeholders in the manufacturing sector. Publish the GM Manufacturing Strategy by December 2014.	<b>COMPLETE:</b> Strategy agreed by LEP and CA, about to be published and implementation well underway (progress report to LEP 16 March). Key areas that are being developed are addressing skills shortages and tackling the specific leadership and management development needs of the sector.	Green
Textiles Sector: Successful completion of MGC's RGF Round 4 Textiles Growth Programme with £3.3M invested in GM textile companies and 300 jobs created or safeguarded (30% of programme total) - June 2015.	This programme has been extended to September 2015 and is currently forecasting investment of £2.8m in GM businesses whilst leveraging in a further £8.9m of private sector investment (ratio 3.2:1). This investment is projected to create or safeguard 464 jobs of which 36 will be apprenticeships. Therefore whilst grant investment levels may be slightly below the objective, the core target for job creation / safeguarding in GM is likely to be exceeded.	Green
Secure Regional Growth Fund (RGF) Round 6 resources for Textiles sector and GM Business and Innovation Growth Fund by January 2015. Bid for funding to support the development of the textile sector in the UK.	<b>COMPLETE:</b> Textiles Sector Programme (£19.5m) secured on 12th February 2015. Contract discussions progressing. GM Business Grants bid unsuccessful.	Green
Work with government departments Department of Business, Innovation and Skills (BIS), UK Trade & Investment (UKTI) and Technology Strategy Board (TSB) to ensure that national business support works effectively with programmes offered by Greater Manchester by March 2015.	The Devolution Agreement provides for joint action with government departments to devolve national business support programmes to GM which will enable their integration with locally designed and delivered programmes. Details of how the agreement will be implemented are under discussions with BIS and UKTI. Better links being developed with BIS from both policy and delivery perspectives including hosting of senior BIS officials in GM in late January 2014. Progress being made with TSB through joint work on Launchpad and VentureFest amongst others.	Green

Business Finance: Successful completion of CA's RGF Rounds 2 and 3 programmes with £65m invested in GM companies and 6,000 jobs created or safeguarded - May 2015	Both the GM Investment Fund (RGF2 / 3) & Corridor Growth Fund (CGF) programmes are running well and nearing the end of the programmes. Combined RGF 2 / 3 is fully committed (£65m). 65 Projects are contracted to create 3755 full time equivalent jobs (FTEs) and safeguard 2247 FTEs which meets the contracted jobs target. Actual jobs created to date are 744.5 FTEs created and 1543 FTEs safeguarded. CGF is nearly fully committed (£1.9m) supporting 18 projects to deliver 109.5 FTE jobs and safeguard a further 18 against a target of 100 jobs. The monitoring of jobs will continue for a further 3 years beyond each programme. All 3 programmes received / maintained a Green risk rating from DCLG.	Green
Business Growth Hub: Re-launch Growth Hub services (including growth services, digital advice, access to finance and mentoring) to coincide with new ERDF funding round, applying the findings of interim evaluation and: providing a more integrated service offer; embedding local authority (LA) activity into a single business support model for GM; using business engagement to understand workforce development, skills and employment needs and broker solutions; and supporting clients through CRM backed account management by July 2015	Discussions underway with BIS regarding implementation of devolution and alignment of local Growth Hub delivery with the national Business Growth Service. The outcome will influence the design of future Growth Hub services. New ERDF funding for 2014-2020 has been delayed but now expected that project calls will be issued in March 2015. Detailed definition of future ERDF funded services underway, working closely with GM LA's in order to embed delivery within a single framework.	Green
Business Start Ups: Achieve new business start ups through Growth Accelerator, Business Growth Hub and Blue Orchid programmes by the end of 2007-13 ERDF programme - December 2015	To January 2015, the Business Growth Hub has supported the creation of 55 businesses. <b>MGC has been unable to obtain performance figures for the Growth Accelerator or Blue Orchid start up programmes.</b>	tbc

### Key Performance Indicators

KPI	Target (Mar 2015)	Target (Mar 2016)	Current Performance	RAG rating
<b>Business Support / Business Finance (MGC only)</b>			(Up to end of December 2014)	
No. of total jobs created	1,500	Tbc	1176 (78% Year to date)	Green
No. of total jobs safeguarded	3,800	Tbc	3045 (80% YTD)	Green
No. of businesses offered funding	860	tbc	499 (58% YTD)	Yellow
£ of funding offers to businesses	£18m	tbc	£10.2M (57% YTD)	Yellow
No. of business start ups	900	tbc	445 (49% YTD)	Yellow
£ of total increased GVA following business support or business finance advice	£60m	tbc	£46.9M (78% YTD)	Green

### Performance comments:

Performance continues to be strong in delivering against this GMS objective and targets. For MGC these include Growth Hub and related services delivering the City Deal generating increased GVA in GM of £46.9m (annual target - £60m) with 1,176 jobs created and 3,045 safeguarded in the first nine months of the 2014/15 financial year. Business Finance, Access to Finance and Textiles programmes have supported 499 GM businesses to access funding amounting to £10.2m which combined with continued strong RGF 2/3 investments (see above) illustrates increased confidence in GM businesses ability to access finance to grow and meet their ambitions. MGC's Start Up Loans programmes has also helped to achieve over 400 new start ups over the same period and more have been delivered through the Growth Accelerator and Blue Orchid programmes, although this data is not available.

### Additional and supporting information:

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# Greater Manchester Strategy Performance Framework: priority update

## (GMS11) Improving our international competitiveness:

With an economy worth £48bn, a population of 2.7m people and over 90,000 successful businesses, GM already competes on a global scale. In an increasingly global economy, it is vital that more firms establish international trading and investment. GM firms are less international than expected for a conurbation of our size. We need to exploit our potential and encourage businesses to sell their goods and services overseas, win more foreign investment, and establish closer collaborative research links with other innovative economies.

Contributes to these GMS headline indicators:

- 1 Gross Value Added (GVA)  
Increase share of UK full time equivalent
- 2 jobs
- 3 Median Salary levels
- 4
- 5

## Milestones for 2014/16:

Milestone	Progress update	RAG rating
Put in place additional, in-market resources to promote route development and secure improved connectivity between Manchester and its target overseas markets by December 2014	In-market staff recruitment underway. China candidate appointed and will start in April 2015. US recruitment not yet completed.	Yellow
Launch GM International Trade service to supplement national UKTI service by January 2015	Part of devolution agreement. 2015/16 Export Plan for GM to be agreed by 1 April 2015. Manchester Growth Company (MGC) secured regional UKTI international trade contract running for 5 years from April 2015.	Yellow
RGF Round 6: Secure RGF Round 6 resources for City Export Fund	Fund successfully secured £9.9m of funding (Feb 14). Contract discussions with Department of Business, Innovation and Skills (BIS) are underway.	Green
Fully implement digital and life sciences sector campaigns (with Advanced Materials to follow in 2015/16), including in-market presence by March 2015	Sector campaign delivery underway with the focus in 2014/15 on Creative & Digital and Life Sciences, yielding positive leads and interest from US companies in particular. Preparation to launch Advanced Materials campaign in 2015/16 underway. China appointment made for in market presence, recruitment underway in USA.	Green

## Key Performance Indicators

KPI	Baseline 2013/14	Target 2015	Mar	Current performance (Up to end of December 2014)	RAG rating
<b>Inward Investment</b>					
No. of new UK / FDI inward investment projects	N/A	90		55 (61% YTD)	Green
No. of new jobs secured from UK / FDI inward	N/A	4,000		2,288 (57% YTD)	Yellow
£ of additional GVA from UK / FDI inward	N/A	£150M		£85.5M (57% YTD)	Yellow
<b>International Trade</b>					
No. of jobs created following trade advice	N/A	290		258 (89% YTD)	Green
No. of jobs safeguarded following trade advice	N/A	2,500		2,276 (91% YTD)	Green
£ of increased export sales	N/A	£55M		£59.7M (109% YTD)	Green
£ of additional GVA from companies supported with trade advice	N/A	£11M		£9.6M (87% YTD)	Green

**Performance comments:**

Performance continues to be strong in delivering GM's International Implementation Plan & associated programmes. UKTI's international trade service has generated increased GM export sales of £59.7m in the first nine months of 2014/15 with 258 jobs created & 2,276 safeguarded. So far in 2014/15, 55 Inward Investment projects have been attracted to GM creating 2,288 new jobs & safeguarding a further 830. On devolution, work continues to integrate the National UKTI service locally with the aim of agreeing a GM Exports Plan by April 2015. This coincides with MGC securing the regional UKTI international trade contract running for 5 years from April 2015. In addition a £9.9m Export Fund has been secured from RGF6 which will provide a combination of grants & loans to enable new or existing exporters to invest in & grow their business and attract & fulfil export orders when they cannot access funds elsewhere. Other elements of the GM Internationalisation Strategy being progressed include key sector campaigns to attract investment in those sectors of particular importance & value to GM, recruiting resources to advance route developments in both China & the US & building towards the formal launch of the GM Global Ambassadors Programme early 2015/16.

**Additional and supporting information:**



# Greater Manchester Strategy Performance Framework: priority update

## (GMS12) Seizing the growth potential of a low carbon economy and increased resource efficiency:

GM needs to secure a rapid transition to a low carbon economy. Cities who move swiftly to adapt to a changing climate will be more competitive, less vulnerable and better prepared to seize the benefits of a low carbon economy. The Stern Review and GM's Mini-Stern Review identified that early action in supporting our businesses to change, develop and adopt new technologies is the most cost effective way to reduce risks and increase skills, jobs and growth.

### Contributes to these GMS headline indicators:

- 1 CO2 emissions
- 2 Net new houses built & retrofitted
- 3
- 4
- 5

### Milestones for 2014/16:

Milestone	Progress update	RAG rating
Buildings: deliver domestic retrofit measures and demonstration homes as part of our Green Deal programme by March 2015	GM has struggled to deliver the numbers of installs (like most other areas in the country. To date (Jan 2015), there have been 2,484 installations (compared to our worst-case scenario target of 2,720 by the same point in the year, required to ensure a break-even budget position for the service). The £6m Green Deal Communities programme is also struggling to achieve its targets and an extension to deliver a lower target by September 2015 is likely to be agreed by DECC. In the next financial year, the GM Energy Advice Service which has previously delivered GM's domestic retrofit framework will no longer exist (due to the delivery and financial pressures experienced this year).	Red
Buildings: drive the business case for public sector buildings retrofit, including development of a schools and a wider public buildings programme (May 2015)	As of February 2015, two schools have been agreed for a SALIX retrofit pilot and there has been strong interest from a number of local authorities and church dioceses (business plan target was engagement of 50 schools by December 2014). The GM Low Carbon Project Development Unit has been established, with an offer of European funding of 3m over 3 years to support running costs. This will enable the further development of a pipeline of low carbon projects. Buildings energy data is currently being collated and officers will shortly report back to Chief Executives on potential demonstrators and a future GM approach to non-domestic energy efficiency.	Yellow
Energy: design and establish a modular Energy Enterprise for GM. Establish EE by 31 Jan 2015 and develop working pilot on procurement and energy service options by 31 March 2015	The development of a concept for the Energy Enterprise is behind schedule and a pilot will not be in place by March 2015. Leaders and Chief Executives will begin to discuss options for GM in January 2015.	Amber
Energy: deliver priority heat network and smart heat programmes, assessing the potential for wind, geothermal and hydro by May 2016 which will complete renewable projects which are in development in a number of other GM districts.	The project development unit is working well with partners across GM on the delivery of heat networks.: One project is nearing detailed agreement, a further six bids have been submitted and 3 additional bids are in development. The NEDO Air Source Heat Pump programme is also on track: the installation of heat pumps has begun and initial feedback from tenants has been positive. GM is one of three partners for phase 1 of the ETI programme to deliver a detailed area-based energy infrastructure plan.	Yellow

Transport: review outputs from the GM Carbon Metrics Study and establish potential options to reduce carbon emissions from transport by May 2015	The carbon metrics study will now be used as the basis for a GM Low Emissions Plan which incorporates both our air quality responsibilities and our low carbon priorities.	<b>Green</b>
Natural environment - this work led by the Local Nature Partnership want to map natural assets, quantify their value and develop an investment framework to enable their preservation and enhancement. This would enable us to develop a prioritised overview of current and future blue and green infrastructure projects across GM.	Work is already complete on an ecosystem services assessment of GM but further work and resource is required to turn that into a comprehensive understanding of the programmes and projects which should be priorities for GM.	<b>Amber</b>
Sustainable consumption and production: support public sector procurement to maximise sustainable consumption and production gains by developing the roll-out of a Social Value Procurement Framework (March 2015).	A strategy for the roll out of the framework across GM is being developed and procurement team training sessions have recently been held.	<b>Green</b>
Sustainable Consumption and Production: Promote use of sustainable waste solution in order to meet landfill diversion and recycling targets, eg. Compostable carrier bag pilot with Co-operative.	Pilot projects with the Co-operative are progressing and should be delivered within this financial year. Other initiatives to support businesses in diverting waste from landfill are also progressing. Information is being provided to SMEs and a Sales and Marketing Manager at GMWDA is helping to increase the number of SMEs accessing trade waste services.	<b>Yellow</b>
Sustainable Consumption and Production and Sector Growth: Help businesses benefit from the transition to a more sustainable economy by delivering advice and support to SMEs to reduce exposure to environmental risk and increase their resource efficiency via the ENWORKS programme, to March 2015	The ENWORKS programme is now up and running and although progress was slow at first (due to delays in reaching the funding agreement) advisors are now working on the ground to achieve targets.	<b>Green</b>
Attract overseas investment by developing a number of propositions alongside a Low Carbon Goods and Services (LCEGS) development plan for inward investment including identification of key markets	MIDAS propositions have been developed for the energy sector, nuclear and Future Cities around low carbon. Work by MIDAS has resulted in a number of HQ enquiries and work with a number of LCEGS companies.	<b>Yellow</b>
Skills: Work with colleges and training providers to articulate needs for skills development in a GM low carbon economy, by ensuring that we understand the current skills provision and by linking courses with demand	A matrix of current provision is under development and on target to be delivered during this financial year and some progress has been made to embed sustainability into the curriculum through work with MMU. However, resources and capacity to develop further courses linked to demand continue to hamper progress for the low carbon skills agenda.	<b>Amber</b>

## Key Performance Indicators

KPI	Baseline (2013/14)	Target March 2016	Current performance	RAG rating
Number of homes retrofitted under GD programme	2,420	11,500	2484 (YTD Jan 2015)	Red
Deliver DECC demonstration homes using Communities Fund, incorporating at least 1 with resilience and adaptation measures	N/A	30	15 show homes to be delivered by March 2015	Amber
GM Energy Consumption (average annual decrease)	3.6% (2011)	N/A	2.6% (2012)	N/A
Clean and healthy waterways - ecological	18.5%		No update available	N/A
Proportion of waste diverted from landfill	54.96% (2012/13)	90%	54.48% (2013/14)	Amber
Proportion of waste recycled	39.09% (2012/13)	50%	40.85% (2013/14)	Amber
Annual cost savings for businesses delivered by ENWORKS business support programme	£1.28m	£10.7m (June 2015)	£2.99m identified (Dec 2014)	Amber
Number of LCEGS sector businesses	2,043 (2013)	N/A	No update available	No update
Market value of LCEGS sector	£5,710m (2012/13)	£10,892m (2019/20)	No update available	No update
LCEGS sector growth rate	4.8% (2012/13)	10% (2019/20)	No update available	No update

### Performance comments:

The milestones above are taken from the workplans of the GM Low Carbon Hub, which brings together partners and stakeholders from across the city-region to deliver against our shared Climate Change Strategy. The low carbon agenda is vast and this summary therefore highlights the priorities agreed by the LCH at the beginning of 2014 in order to give a sense of the breadth of work taking place. A number of other significant developments have also been achieved in 2014 which are not referenced above, for example the development of a robust evidence base for carbon emissions for GM based on a 'wedges' approach. This will guide the development of our future plans and ensure that our resources are focused on the interventions which can deliver against our strategy.

### Additional information:

Low Carbon Hub workplans, GM Climate Change Strategy

## Greater Manchester Strategy Performance Framework: priority update

### (GMS13) Delivering an employer-led skills

**programme:** Delivering an employer-led skills programme: GM needs its skills system to be the best and most responsive it can be. Through the GM Skills and Employment Partnership we will bring employers together with providers and government agencies to bridge the gap between the skills that employers need and those that the skills system is able to deliver. Our ambition is to put GM in a position where the skills of its people and the quality of its skills development infrastructure form a central part of our competitive advantage.

#### Contributes to these GMS headline indicators:

- 1 Qualification achievement
- 2 GVA
- 3 Median Salary levels
- 4
- 5

#### Milestones for 2014/16:

Milestone	Progress update	RAG rating
To enable GM residents are able to benefit from key strategic opportunities we have developed & are implementing skills strategies to including: - Airport City - NW high speed rail	Airport City - Skills & Employment Strategy agreed by Enterprise Zone Board. Discussions around implementation and procurement are ongoing. NW high speed rail - funding from Local Response Fund secured and development of the Skills Strategy has been commissioned out with a deadline of June 2015 to develop strategy.	Green
Work with the Skills Funding Agency to incorporate GM's Skills priorities to ensure that GM's adult skills funding delivers what is needed to deliver GM's growth ambitions	This work is being progressed as part of the GM's Devolution Deal	Amber
Work with OFSTED, GM Learning Providers Network & GM Colleges Group to share good curriculum planning practice to make sure that the learning offered in GM matches what is required by employers and to support GM's growth agenda.	This work is being progressed as part of the GM's Devolution Deal	Amber
GM has received substantial investment in its further education facilities via Local Growth Funding. This work will ensure that we continue to invest in the estate and facilities of GM's learning providers to ensure we have the best facilities to train people in key sectors.	Research underway around 2 sectors: more will come out through High Growth Strategy	Green
Disseminate 'deep dives' analysis for GM's nine key sectors (these are advanced manufacturing, construction, education, financial and professional services, health and social care, hospitality, logistics, retail, digital and creative) and publish college learner destinations research	Deep dives - analysis and report was published in 2014 (see <a href="http://neweconomymanchester.com/stories/1935-deep_dives_skills_reports">http://neweconomymanchester.com/stories/1935-deep_dives_skills_reports</a> ). College learner destinations - research has been completed and draft results are out for consultation with sponsors	Green
Influence the commissioning of the National Careers Service to make sure that the contract delivers the services which will best meet the needs of GM residents/employers	It is planned to use some of GM's European Social Fund (ESF) allocation to shape NCS: Good conversations with Prime to set GM KPIs	Green
Work alongside the GM Manufacturing and Engineering Network to raise the profile of engineering in schools	Work is progressing with Engineering Futures are leading on an employer-led GM Manufacturing Skills Advisory Board to promote business engagement with engineering firms in schools .	Green
Ensure that activities supported by Greater Manchester's European Social Fund allocation is aligned with work being progressed under the GM Devolution Deal.	We have been successful in ensuring that the design of the ESF 2014-2020 programmes focuses on providing tailored support to GM residents in the context of their family and social networks, enabling them have the best chance of gaining the skills, attitudes and experiences to be resilient in the labour market	Green

Launch intermediary for up to 800 employers of 0-50 staff who do not invest in skills	Skills Review Service, led by GM Chamber, was launched in Oct 2014, with the target to be met by Sept 15	Amber
Use GM's influence over devolved skills funding to increase the number of apprenticeships offered by GM employers.	This work builds on the earlier work to provide tax incentives to employers who provide apprenticeships. Work is progressing to ensure that the devolved Apprenticeship Grant for Employers (AGE grant) provides a single support offer to employers for all apprenticeships	Yellow
Deliver capacity building plan, incl: - Skills Gateway and associated promotional campaign to employers to try increase uptake of GM's skills offer - Working with provider workforce to prepare them future delivery and funding landscape	Part of City Deal , work is progressing well	Yellow

### Key Performance Indicators

KPI	Baseline (2013/14)	Target (Mar 2016)	Current performance	RAG rating
% of GM employed individuals with at least a level 2 qualification reaching the national average of 80.2% (gap of 6980)	tbc	80.2% by 202	70%	Amber
% of GM employed individuals with a level 4+ qualification reaching national average of 40.1% (gap of 24,378)	tbc	40.1% by 2020	32%	Amber
Grow the gap between the number of GM employers who do not training (31%) and national average (34%)	31%	tbc	49%	Amber

### Performance comments:

The GM Skills and Employment Partnership brokers relationships between providers and employers to ensure that GM has the skills system to meet its growth aspirations. This work has been given a significant boost by the Devolution Agreement which has given GM some powers to reshape and restructure further education provision. However the sheer scale of the challenge, and in particular the demands of engaging with so many SME's and micro businesses, suggests that a keen eye needs to be kept on the progress of this work.

### Additional and supporting information:

# Greater Manchester Strategy Performance Framework: priority update

## (GMS14) Preventing and reducing youth

**unemployment:** is the most important labour market challenge facing GM. Even during periods of economic growth, high levels of youth employment have held our economy back, leaving lasting negative effects on the employment prospects of young people. Addressing this requires co-ordinated action across a range of organisations, led by the Skills and Employment Partnership, to broaden young people's opportunities and ensure that they can compete more effectively in a difficult labour market.

### Contributes to these GMS headline indicators:

- 1 Out of work benefit claims
- 2 GVA
- 3 Qualification achievement
- 4 Median Salary levels
- 5

### Milestones for 2014/16:

Milestone	Progress update	RAG rating
Launch GMCVO Talent Match programme for hardest to help young people	Talent Match was launched in early 2014. There are currently 35 coaches supporting up to 10 young people each.	Green
Launch GM Youth Contract Extension, assisting 2500 18-24 long term JSA claimants to enter and sustain work	Youth Contract Extension launched in Oct 2014. To December 2014 there were 99 starts and 6 job starts	Green
Delivery of GM Commitment to Youth Employment - Jobs with Training offer to those at risk of long term Labour Market Exclusion	The Jobs with Training element of the GM Commitment has been extended to March 2016 to ensure best utilisation of funding to allow flexibility for LA's to create programmes that best suit the needs of their local residents and employers. The Employer Mentoring Service, another strand of the GM Commitment is in pre-procurement stages with interest from 3 Local Authorities wanting to take the lead on this.	Green
Apply ESF to improve outcomes under Sustainable Integration of Young People theme	ESF lots for the 2014-2020 operational programmes, relating to NEET programmes and Skills Support for the Workforce are in pre-procurement stage and will be the first calls to be released once the operational programmes have been signed off by the EC.	Green
Implement GM Careers Education Information Advice Guidance Strategy (CEIAG) to help young people make better post-16 choices	Projects are underway to implement the CEIAG Strategy - secured City Deal funding to deliver activity in schools to support their contribution to the GM skills agenda. 10 workshops have been delivered to 240 CEIAG staff across GM as well as engaging with two thirds of the head teachers. CEIAG now comes under the Raising Participation Age umbrella.	Green
Develop a better understanding of why young people are becoming NEET (not in education, employment or training) by strengthen tracking across district boundaries via Cross Client Caseload Information System (CCIS) hub	CCIS Hub was agreed and implementation began. However, Local Authority officers have halted the progression of the implementation and discussions are taking place to seek a resolution.	Amber

Establish NEET task force to develop a collaborative approach to working with NEETs	This is now called NEET Scutiny Group and forms an integral part of the Participation Strategy group, which meets quarterly.	<b>Green</b>
Develop GM Raising the Participation Age Strategy	The Participation Strategy Group made up of representatives from all 10 Local Authorities are developing a strategy for across GM. The final strategy will be ready in mid 2015.	<b>Green</b>
Refresh GM Apprenticeship Hub Delivery Plan and implement actions by all partners including effective deployment of City Deal resource	Nearly all milestones have been met. The delivery plan has been refreshed to reflect the new GM and to build closer integration between devolution, ESF and other funding streams	<b>Green</b>

### Key Performance Indicators

KPI	Baseline (2013/14)	Target (Mar 2016)	Current performance	RAG rating
JSA claimant rate (aged 18-24) to national average (2228 few claimants)	tbc	tbc	Reduction nationally in this claimant group: analysis underway to understand is it an effect of UC or something else	<b>Amber</b>
Reduce 16-18 NEET proportion to 2.7% (2756 fewer NEETS)	tbc	2.7% by 2020	Raising of the participation age (RPA) will tackle some of this but this is an ambitious target	<b>Amber</b>
Number of 16-24 year old apprenticeship starts by GM Residents 10% per annum to 2017-18	tbc	tbc	increased by 3%	<b>Amber</b>

### Performance comments:

The GM Skills and Employment Partnership is overseeing the development of an integrated suite of interventions designed to assist the hardest to help young people including activity funded by the new European Social Funds programme. However the KPIs for this priority, particularly around achieving the desired reduction of NEET young people (those who are not in education, employment or training) remains a significant challenge.

### Additional and supporting information:

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## Greater Manchester Strategy Performance Framework: priority update

### (GMS15) Delivering an integrated approach

**to employment and skills:** for GM to reach its economic potential, we need to support more unemployed residents into work and enable them to progress into higher skilled (and higher paid) roles. Economic inactivity rates - mainly ill-health related - amongst the working age population is one key cause of GM's productivity gap.

### Contributes to these GMS headline indicators:

- 1 GVA
- 2 Out of work benefit claims
- 3 Business startup & survival
- 4 Qualification achievement
- 5 Median Salary levels

### Milestones for 2014/16:

Milestone	Progress update	RAG rating
Delivery of Working Well via strong local service integration	Launched in March 2014. Devolution deal allows expansion of Working Well programme to support a further 50,000 people (aged 16-65) into sustained employment	Green
Work with other cities, LGA, prime contractors and DWP to shape future Whitehall plans for mainstream programmes	Part of devo deal allows GM to co-commission a WP: Core Cities work is also related	Green
Co-design and launch GM Mental health and Employment pilot with DWP and DH	Pilot approved by CLG: £5.2m project will be delivered alongside devo	Green
Finalise plans for investment of £12m of BIS skills budget to improve outcomes via Access to employment theme	Tender likely to be procured in April 15	Green
Define and promote a minimum skills requirement as part of the specification for the successor to the Work Programme	GM Devolution agreement allows GM to be joint commissioner for next phase of the Work Programme, with DWP.	Green
Develop consistent measure of GM low pay, no pay with JCP	Research underway on low pay no pay	Green
Develop an enhanced Local Support Services Fund pilot with DWP for implementation in GM from 2015	Pilot underway with DWP to embed LSSF across GM	Green
Shape National Careers Service contract to best meet needs of individuals and employers in GM	Link to ESF and GM KPIs	Green

### Key Performance Indicators

KPI	Baseline (2013/14)	Target	Current performance	RAG rating
Narrowing the gap between the GM & UK working age benefit claim rates by 1% (35,000 reduction by 2020)	tbc	35,000 reduction by 2020	reduced by 24,710	Green

### Performance comments:

Through the Devolution Agreement GM has secured some budgets and responsibilities that will help to shape national employment and skills provision to better align it to local priorities. However, reform of the skills system as a whole will require a much broader approach to devolution than currently proposed. Greater control or influence than over the skills system as a whole is required to ensure that it can be aligned to the needs of local employers and to integrate the skills system with other people based programmes.

### Additional and supporting information:



## Greater Manchester Strategy Performance Framework: priority update

**(GMS16) Encouraging self-reliance and reducing demand through public service reform:** evidence highlights that a significant proportion of public funds are spent on reactive and unplanned 'crisis' interventions, rather than targeted planned and preventative measures and public services. So whilst there is an urgent fiscal need to reform public services the reform and improvement of public services is also critical in improving the lives and prospects of families and communities into the future. Our work with government has demonstrated that new approaches to delivering public services can reduce overall costs and transform people's lives.

**Contributes to these GMS headline indicators:**

- 1 Gross Value Added (GVA)
- 2 Out of work benefit claims
- 3 Crime and reoffending rates
- 4 Number of children achieving a good level of development against EYFS profile
- 5 All age cause mortality

### Milestones for 2014/16:

Milestone	Progress update	RAG rating
The majority of offenders in the criminal or women with children, the impact of their offending behaviour often extends as a impact of ensuring a range of practical support that assists the delivery of improved outcomes of reduced reoffending, successful completion of their orders or licences, improved access to appropriate services offer a range of practical support that assist in the delivery of improved outcomes of reduced reoffending, successful completion of their orders or licences, improved access to appropriate services.	Support for women offenders across GM is now in place	Green
<b>Intensive Community Orders</b> -The aim of an ICO is to offer an intensive community disposal as an alternative to short custody for young adult males. This approach has been shown to achieve better outcomes in reducing reoffending with the 18-25 cohort.	The evaluation of this project is now complete and early indications are that the intervention worked well.	Green
GM districts develop local implementation plans to incorporate all elements of the GM Complex Dependency 'spine' and linking the related elements of Public Service Reform, including <b>Troubled Families 2 delivery</b>	Agreement to the elements of the spine completed. Planning in localities underway to develop approaches to implementation	Green
Achievement of Troubled Family Unit targets to be considered for early adopter of Troubled Families 2 by end June 2014. This will be delivered by ensuring that integrated, family based, and evidence based interventions underpin support in place across each area of GM, drawing together support from a range of relevant local partners.	Complete - all areas of GM have met the minimum performance targets and are early adopters for TF2. 7,765 families, (96% of the GM allocation) had been turned around by February 2015 through the support of our Troubled Families programme (the final claims for turning around phase 1 families are currently being collated).	Green
GM to become early adopter for TF2 by August 2014	Complete - all areas are now early adopters for phase 2 of the programme. GM is the only area in the country to have been selected as a whole region to be an early adopter for phase 2 of the programme.	Green

<p><b>Early Years</b> -Since 2013 the ten GM Local Authorities and health providers have worked collectively to develop a New Delivery Model for Early Years aimed at to increasing school readiness for all children. Over the last 12 months considerable work has taken place to establish the evidence based assessments, interventions and pathways as well as in developing Early Adopter sites across boroughs to test the model. Early anecdotal evidence suggests positive outcomes for children, parents and service providers. A refocus of Early is currently underway in line with the GM reform agenda, our commitments in the devolution agreement and in line with the opportunities presented through national policy changes. Early Years Intelesant pilot to go live in Bolton by August 2014.</p>	<p>Significant delays in the development have led to the go live date being put back to February 15</p>	<p><b>Yellow</b></p>
<p>Working Well supports out-of-work benefit claimants with health related barriers to employment who have not moved into work following two years to Work Programme support. Providing integrated, intensive, and bespoke programmes of support, over the lifetime of the pilot 5,000 GM residents will be supported. Following the November devolution deal, the programme is being expanded to support wider groups with complex barriers to employment. Learning from the programme will also inform co-commissioning of the Work Programme.</p>	<p>Working Well programme went live on 10 March. To date, 54 people have moved into employment, ahead of the anticipated 50 job starts we expected to see by this point in the programme. Working Well to go live March 2014</p>	<p><b>Green</b></p>

### Key Performance Indicators

KPI	Baseline (2013/14)	Target (Mar 2015)	Current performance	RAG rating
Recorded crime (detailed def to be included)	178,927	tbc	190,932	<b>Amber</b>
Official reoffending rate measure for adults	27% December 2011	tbc	24% at December 2012	<b>Green</b>
Official reoffending rate measure for youths	39% December 2011	tbc	39% December 2012	<b>Yellow</b>
Number of first time entrants to criminal justice system	7722	tbc	Youth = 1133, Adult = 5962 Total = 7095	<b>Green</b>
Youth involvement in ASB	tbc	tbc	tbc	tbc
Incidents of Domestic Abuse	tbc	tbc	tbc	tbc
Number children school ready	56%	tbc	tbc	tbc
Mental health and work measure to be determined	tbc	tbc	tbc	tbc
Job outcomes through Working Well pilot	tbc	tbc	Target for March 2015 is 42 Job outcomes. To Jan 2015 we have achieved 26 against a target of 27	<b>Green</b>
Number of families turned around - TF definition	tbc	tbc	tbc	tbc
Number of families with significant and sustained change - TF2 - def to be developed	tbc	tbc	tbc	tbc

### Performance comments:

2014/15 is a baselining year for the work of the PSR programme as we are in the process of scaling up. Targets have not therefore been set for most areas of performance. GM is nationally recognised for its work on public service reform (PSR) and has made huge strides in the way in which it supports districts to provide an integrated offer to GM's residents, an offer which will address the multiple challenges they often face. Although central work to support is progressing well, the scale and the complexity of the challenge faced by multiple public and voluntary sector organizations (including those supporting families, justice and rehabilitation, early years, work and skills and health and social care) means that GM has to continually innovate and maintain a sharp focus on delivering the identified outcomes.

### Additional and supporting information:

## Greater Manchester Strategy Performance Framework: priority update

**(GMS17) Health and Social Care:** Health and social care services represent one third of GM's public services and are central to our plans for service reform and improvement. We have the opportunity to promote greater independence, improve wellbeing and build stronger communities. We want families and individuals to have greater control of their own lives with better levels of health and improved access to quality services delivered by the right staff, doing the right things, and the right time and where possible closer to home.

Contributes to these GMS headline indicators:

- 1 All age cause mortality
- 2
- 3
- 4
- 5

### Milestones for 2014/16:

Milestone	Progress update	RAG rating
Health & Social Care 5 Year Strategic Plans finalised	Plans finalised in June 2014	Green
Formal public consultation on Healthier Together proposals to be launched	Consultation launched July 2014 -complete	Green
Integrated Care Development Framework designed with locality leads to ensure	Initial draft framework designed - to be tested with various governance groups through September	Amber
Mental Health & Employment Business Case Completed	To be agreed by end September	Green
Public consultation concludes	To be agreed by end September	Green
Framework for delegations and devolution agreed between GM and NHS England	To be agreed by end September	Green
Development of the consultation response process is initiated	MOU to be agreed Feb 2015	Green
Process for establishment of Shadow governance arrangements agreed and processes initiated. This will put in place appropriate decision making structures, making the necessary changes in legislation and working with other organizations within the health system to make sure we are able to develop the health and social care system that GM needs.	To be completed by May 2015	Green
Production of the agreed GM Strategic Sustainability Plan as part of the comprehensive spending review (CSR) process This will provide a comprehensive strategic plan for health and social care, aligned to the NHS 5 Year Forward View, setting out how a clinically and financially sustainable landscape of commissioning and provision can be achieved across GM.	To be agreed by April 2015	Green
Full devolution, with the preferred governance arrangements and underpinning GM and locality S75 agreements in place	To be in place by April 2016	Green

### Key Performance Indicators

KPI	Baseline (2013/14)	Target Mar 2016	Current performance	RAG rating
A performance framework for this workstream including KPIs are being developed				

### Performance comments:

Work to support health devolution is progressing well, to the agreed milestones set out in the Memorandum of Understanding.

### Additional and supporting information:

Greater Manchester Health Memorandum of Understanding