**Greater Manchester Strategy Initial Delivery Plan**

| **Commitment** | **Programmes of activity in progress/being developed that will play a significant/important role in attainment of the Commitment**  (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.) |
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| We will drive investment into our growth locations, and use that to create opportunities in adjacent town and local centres | North East Growth Corridor |
| Central Growth Corridor |
| Airport City and Southern Growth Corridor |
| Eastern Growth Cluster GM Western Gateway |
| Wigan-Bolton Growth Corridor |
| Investment in the Bee Network, including Bus Corridor Packages, Future Metrolink and Town Centre packages, as set out in the Five Year Transport Delivery Plan (2021-26) and funded through City Region Sustainable Transport Settlement (CRSTS). |
| College Specialisation programme to support growth locations and sector specific skills delivery |
| GM Resilience: MOU with EA and UU. |
| Developing a GM wide approach to public space CCTV through shared planning and collaboration. |
| GM Digital Cluster Development Plan |
| GM Digital Local Data Review Implementation |
| Business Support and Investment incl. GM Digital Business Support |
| We will enable the delivery of resilient, safe and vibrant communities where everyone has access to essential services, local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces | Towns fund activity |
| Levelling up fund activity |
| Community Renewal Fund Activity |
| GM Culture Fund portfolio activity |
| GM Town of Culture |
| Creative Improvement Districts |
| Delivery of the Night Time Economy Blueprint priorities |
| Ageing activity – Strategy composed of 3 elements in response to national and regional NHSE Priorities – co-produced vision, strategy and delivery model.   * Urgent Community Response * Enhanced Care at Home * Anticipatory care |
| Social care – people remaining in their homes   * Living Well at Home (11 programmes of priority activity to support people to live well, stay well and to be independent in their own homes and communities of choice). * Strengthening the care workforce * Preventative models underpinned by an asset-based approach * Improving sustainability of the market * Payment reform |
| Social prescribing   * Support Primary Care Networks to grow and develop Social Prescribing, and to embed holistic and collaborative approaches alongside the voluntary sector, and communities * Support the Social Prescribing Link Worker workforce with training and practical support * Work on data collection and evaluation to evidence impact and community gaps identification * Deliver Youth social prescribing pilots in schools and colleges |
| GM Resilience : (a) implementing the recommendations as outlined in the GMCA response to flood risk report 10/9/21 and (b) MOU with EA and UU. |
| Business support |
| A better service for victims of crime measured against the Victims Survey |
| Digitisation of Victims Services |
| Increase the diversity of the police and fire service at all levels |
| Implement the Fire Service Sustainability Plan to respond to climate emergency |
| Tackle gender-based violence and abuse in all its forms |
| Integrate neighbourhood policing, community safety, fire and criminal justice services in neighbourhoods, alongside other key services for people as part of reform ambitions |
| Ensure proportionate use of police powers and increase local scrutiny |
| GM Equality Panels |
| Delivery of priority Bee Network schemes (including Town Centre, Streets for All, Active Travel and Corridor Schemes package within and between our major centres), funded through CRSTS |
| Safer Streets programme – Oldham, whole journey approach to improve confidence and safety |
| Gender Based Violence Strategy |
| Night-time safety welfare schemes to protect people out in the night-time economy |
| Alleviating Barriers & ESOL advice programmes through the AEB LA Grant Programme |
| Development of CYP Plan will include ‘Enriching Lives’ theme to support YP with cultural and leisure activities |
| Accelerated implementation of Unified Services for People / place-based integration |
| Mobilise GM ‘Social Innovation’ Network to learn from and elevate what’s working well for people and communities across GM |
| Brownfield and town centre developments |
| Homelessness Prevention |
| Embedding Digital Inclusion |
| We will ensure our local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened through the Places for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our Zero Carbon commitments and Housing Strategy. | Delivery of retrofit skills programme to increase numbers of people qualified within construction industry to create low carbon homes |
| Brownfield and town centre developments |
| Zero carbon new homes |
| Truly affordable new homes, including supported and specialist housing for those who need it |
| Retrofit and adaptation of existing homes to provide safe, warm and affordable homes for all ages |
| GM Digital Decarbonisation Smart Metre Programme |
| Ventura Flood Management Twin Networks Programme |
| Digital Infrastructure Planning Guidance |
| Mapping GM |

| **GMS Commitment** | **Programmes of activity in progress/being developed that will play a significant/important role in attainment of the Commitment**  (Note: There may be multiple programmes for some commitments and conversely programmes may contribute to multiple commitments.) |
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| We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment | Retrofit building programme |
| Retrofit Accelerator |
| Social housing retrofit programme |
| Public Sector Decarbonisation Programme |
| GM Digital Decarbonisation Smart Meter Programme |
| Heat Pump Accelerator |
| Energy production |
| Go Neutral |
| Energy Innovation Agency |
| Trafford Energy Park |
| Zero carbon new homes |
| GM Clean Air Plan, including rollout of the £120m funding support across all categories of vehicles. |
| Resource efficiency |
| Local Levers Phase 2 |
| Public Sector Plastic Pact and Plastic Free GM |
| Waste Recycling/Reduction campaigns |
| Refill Scheme |
| Net Zero Business Support Programme |
| Full system approach to tackling food waste |
| Green space |
| Green Spaces Fund |
| Local Nature Recovery Strategy |
| IGNITION |
| Natural Course |
| Green Social Prescribing |
| Tree Planting (City of Trees) |
| Biodiversity Net Gain Offsite Delivery |
| Environment Fund |
| Investment Readiness Pilot |
| Roll-out of EV charging infrastructure, through GM CAP and OZEV taxi EV funding |
| Delivery of the Bee Network, notably bid for funding to upgrade half of bus fleet to EV by 2027 through Bus Service Improvement Plan fund, and through associated transport schemes funded via CRSTS |
| Energy Innovation Agency (LIS) |
| Local Energy Market Programme |
| Clean Growth Mission (LIS) |
| Adult &YP (and business) skills including carbon literacy |
| AEB Local Level 3 qualifications – inclusion of retrofit green skills |
| Retrofit bootcamps and skills delivery |
| GMFRS Low Carbon Plan |
| We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike | Bee Network delivery via City Region Sustainable Transport Settlement and Bus Services Improvement Plan - Greater Manchester has been allocated £1.07bn.  Funding enables significant step towards the Bee Network. As the first city region to take forward plans for bus franchising, integrated with our Metrolink Network and with the largest cycling and walking network in development in the UK.  The next critical step is to secure funding through our Bus Services Improvement Plan, required to electrify our bus fleet, increase the frequency and reliability of bus services, stabilise the network and enable affordable bus fares. |
| Plans include developing a digital one-stop-shop with real-time information, travel payment, and customer services for different modes of transport. |
| Transport Innovation Strategy |
| Apprenticeship and unemployed transport offer to encourage public transport use |
| Our Pass, Travel Training |
| GM Road Danger Reduction Plan |
| We will enable the delivery of world-class smart digital infrastructure | Smart & digital infrastructure programmes |
| Local Full Fibre Network Programme |
| GM One Network procurement, build and migration with 4 localities and prospect to scale. |
| GM Gigabit Voucher Scheme Pilot |
| Advanced Wireless and 5G Strategy |
| Local Energy Market Platform |
| CCTV collaboration / GM Public Space CCTV: Potential for a GM solution to optimise CCTV assets and improve collaboration. |
| We will realise the opportunities from our world-class growth and innovation assets, driven by our Local Growth Plans / Industrial Strategy to open up opportunities in all parts of the city-region | Innovation Greater Manchester (LIS) |
| Adv Materials & Manufacturing: Greater Manchester Advanced Materials and Manufacturing Alliance, Made Smarter Adoption Programme (LIS) |
| Health Innovation – Health Innovation Manchester and International Partnership for Action on Healthy Ageing (LIS) |
| Transport Innovation prospectus |
| Digital Economy Strategy incl cyber |
| GM Cyber Strategy |
| Digital Innovation Security Hub Launch |
| Embedding Digital Inclusion |
| Local Area Energy Plans |
| Community wealth building: Community Wealth Hub (manifesto), Social Enterprise Action Plan (LIS) |
| International Strategy |
| GM Music Commission |
| Support for and promotion of world class cultural assets (cultural tourism and online through StreamGM) |
| Focus skills capital on supporting growth locations and sectors |
| Mobilise GM ‘Social Innovation’ Network to learn from and elevate what’s working well for people and communities across GM |
| We will support our businesses to grow sustainably, to become as prosperous as they can be | Business support & investment including Business Productivity, Innovation and Inclusive Growth programme (delivered by GM), CG Angels, MIDAS and Marketing Manchester, Journey to Net Zero (Net Zero Business Support Programme)  GM Digital Business Support: Business support through the Growth Company channels and vehicles including: The Digital Innovation Programme; Made Smarter; Digital and Technology Theme Support; ESF Skills Support for the Workforce; and through the efforts of Digital Account Managers in each LA area.  Extending the international presence of GM Digital and attracting inward investment via key events |
| Retrofit Accelerator |
| Skills for Growth ESF Programme |
| Enterprising You |
| Working with Employer representative bodies to develop GM Local Skills Improvement Plan |
| Foundational Economy Programme (LIS) |
| GMCA Investment Funds (Life Sciences, Low Carbon, Social Enterprise Investment Framework) |
| Community Renewal Fund activity, economy theme (TBS) |
| Creative Improvement Districts |
| Retail crime collaboration |
| Bee Network programme |
| We will support the creation of better jobs and good employment that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities. | The expansion of the GM Good Emp Charter |
| Retrofit Accelerator |
| GM’s Real Living Wage City Region campaign |
| Self-employed support (including Enterprising You) |
| Working Well programmes |
| GM Community wealth Hub |
| Social Enterprise Action Plan (LIS) |
| Bee Network programme |
| Entrepreneurial activity (post covid changes): GC Angels, Fund Her North |
| GM Inward Investment (International Strategy) |
| Foundational Economy Programme |
| GM Social Value Framework |
| Creative Workforce Plan and Freelancers’ Charter |
| GMACS: Business opportunities |
| Skills for Growth (incl digital/technical) |
| Apprenticeships and technical education employer engagement |
| GM Digital Curriculum |
| GM Digital Talent Pipeline |
| GM Age Friendly Employer Toolkit |
| GM ESF NEETs and Youth Employment programmes |
| GM Future Workforce Fund (Prince’s Trust) / Fast Track Digital Workforce Fund |
| Through delivering GM’s Integrated Rehabilitative Services provision of Education, Training and Employment support for those who are farthest away from employment |
| Ensure a workforce is representative of the communities that we serve at all levels and across all public service organisations |
| We will ensure businesses are able to access the skills and talent they need, by provision of high quality learning and wrapping support around individuals, enabling them to realise their potential - with access to good work for those who can, support for those who could, and care for those who can’t | Employment & Skills Activity |
| Working Well |
| Ageing Hub – Employment & Economy |
| ESF NEET & Youth Unemployment |
| GM Leadership and Management Programmes |
| Skills for Growth |
| AEB |
| Apprenticeship: Levy match making service |
| GMACs |
| Apprenticeships and technical education development |
| GM Digital Talent Pipeline |
| GM Over 50s Employment Pilot |
| Peer Networks Programme |
| Business Productivity, Innovation and Inclusive Growth Programme |
| Made Smarter Adoption Programme |
| Bee Network programme, enabling easier access to skills and labour |
| We will ensure all our children and young people leave education and training ready to succeed in the labour market with a balance of academic, technical and ‘life ready’ skills. | GM’s Young Person’s Guarantee |
| GMACs |
| BridgeGM: Enterprise Advisor Network |
| Traineeship development |
| NEET programmes |
| ESF NEET and Youth Unemployment |
| Care leaver/care experienced focus |
| Schools & College provision |
| EY’s/pre-school support/Development  School readiness programme – early education focus on improving take up of funded 2 and 3 year old early education offer; GM comms campaign targeting hard to reach communities. Early years hub pilot and development of Early Years workforce academy to ensure high quality early education provision with a highly trained workforce. |
| BeeWell  We will work with the University of Manchester and Anna Freud Centre to deliver #BeeWell in secondary schools across the city region from 2021 to 2024.  Produce school-level and neighbourhood insights and mobilise coalition of partners to bring about place-based and youth-led change in young people’s wellbeing |
| Mentally Healthy Schools Programme |
| Early help / Supporting Families programme |
| GM Safeguarding Alliance Communities of Practice |
| Serious Violence reduction programme – supporting young people who are at greatest risk of becoming involved in the criminal justice system and working to reduce young people being victims / being exploited. |
| No Child Goes Hungry |
| Gender Based Violence strategy |
| Early Years Integrated Care Record / GM Early Years Roll-Out: This project will aim to deliver the Early Years Application across all 10 GM localities. The application enables parents and practitioners to access children development records online. |
| GM Early Education: extension of the Early Years Application to be used in early year settings (e.g. nurseries) across GM. The primary purpose of the extension is to allow for the capture of communication needs using established WellComm assessments. |
| Data Acceleration and Supported Families: Data analytics to provide practitioners with a holistic view of the child/family enabling better triaging decisions and supporting a better understanding of risk and protective factors. |
| GM Future Workforce Fund (Prince’s Trust) |
| GM ESF NEETs and Youth Employment Programmes |
| Our Pass - a UK first. Now in its third year, it is aimed at GM’s GCSE leavers, 16-18 and care leavers (aged 18-21). More than 100,000 cards have been issued. Since launch in September 2019, members have made more than 18 million journeys. |
| We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online | NW Cyber Resilience Centre |
| Digital Inclusion Action Network and Agenda for Change |
| GM Digital Inclusion Taskforce |
| Working Well |
| Digital Bootcamps |
| AEB Digital L2 entitlement |
| Digital Inclusion Programme through the AEB LA Grant Programme |
| Removing barriers programme with LAs |
| Reducing the risk of online fraud against older people |
| GM Digitally Inclusive Homes Programme |
| GM Locality Leads |
| Digital Exclusion Risk Index |
| GM Digital Technology Fund |
| GM Digital Social Value Charter |
| Local and Government Engagement |
| GM DWP/Talk Talk Pilot: |
| DCMS Inclusive Partnership |
| Cooperative Commission Innovation Network |
| GM Digital Over 75’s 3 Year Plan |
| Care Leavers Initiative |
| GM Digital Inclusion Discovery |
| GM Digital Embedding Digital Inclusion/GM Digital Inclusion Research/GM Digital Inclusion Analytics/GM Digital Inclusion Literature Review/GM Digital Inclusion System Mapping/GM Digital Inclusion communications. |
| GM Digital Inclusion Telcom Panel |
| We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester | A Bed Every Night service delivery; continued expansion to meet demand, with a focus on move on via pathways including the Rough Sleeper Accommodation Programme |
| Progressing towards a coordinated Health system response to homelessness and rough sleeping with a focus of embedding principles of Inclusion Health. |
| Greater Manchester Housing Providers ensuring social housing is accessible to people who are homeless and that tenancies are supported to be successful |
| Zero carbon new homes |
| Care leavers/respite housing |
| Care Leavers Initiative: Working with Tel/Cos to establish potential for providing Care Leavers with internet access |
| Gender Based Violence strategy |
| Truly affordable new homes, including supported and specialist housing for those who need it |
| Accelerated implementation of Unified Services for People / place-based integration |
| Retrofit Accelerator/Retrofit and adaptation of existing homes to provide safe, warm and affordable homes for all ages |
| Social Housing Decarbonisation Programme |
| Homelessness Prevention |
| We will tackle food and fuel poverty experienced by Greater Manchester residents | No Child Should Go Hungry |
| Food Security Action Network |
| Older peoples top up campaign to increase the rates of people of pensionable age to claim a range of entitlements including pension credit |
| Fuel poverty |
| Retrofit Accelerator/Retrofit and adaptation of existing homes to provide safe, warm and affordable homes for all ages |
| Social Housing Decarbonisation Programme |
| Accelerated implementation of Unified Services for People / place-based integration |
| Mobilise GM ‘Social Innovation’ Network to learn from and elevate what’s working well for people and communities across GM |
| We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health | Living Well / Social Prescribing  We will develop and begin delivery of Live Well: a model for enhanced all-age social prescribing and community wellbeing   * Scope the Live Well model by understanding community wellbeing assets and gaps in each neighbourhood; * aligning existing resources and investments; identifying resources and investment opportunities; * working in close partnership with localities, VCSE and private sectors; * understanding best practice in GM and beyond; identifying desired outcomes and metrics |
| #BeeWell  We will work with the University of Manchester and Anna Freud Centre to deliver #BeeWell in secondary schools across the city region from 2021 to 2024.  Produce school-level and neighbourhood insights and mobilise coalition of partners to bring about place-based and youth-led change in young people’s wellbeing |
| Working Well |
| Marmot – where not covered elsewhere   * Marmot principles and independent inequalities commission recommendations to guide the development of the Strategic Plan for the GM Health and Social Care Partnership |
| GM Moving   * Culture Change ‘Everyday moving our commitment’ * Whole System Integration * People, Families and Communities * Inclusive Participation and Access * Active Places |
| Green Spaces Fund |
| Green Social Prescribing |
| A Social Glue |
| Natural environment   * Primary Care sustainability programme as described in previous NHS planning rounds. |
| Integrated Health & care system   * Development of the Strategic Plan for the Greater Manchester Health and Social Care Partnership * Development of a refreshed, whole system mental health strategy. |
| Innovation Partnership for Healthy Ageing Pipeline (LIS) |
| Accelerated implementation of Unified Services for People / place-based integration |
| Mobilise GM ‘Social Innovation’ Network to learn from and elevate what’s working well for people and communities across GM |
| Drugs and alcohol commissioning |
| Bee Network – including Streets for All, and affordable Public Transport travel, improved cycling and walking infrastructure |
| GM Digital Inclusion Agenda for Change |
| GM Digital Embedding Digital Inclusion |