

Manchester City Council Report for Resolution

Report to: Executive – 30 May 2018

Subject: Greater Manchester Strategy – Implementation Plan and Performance Dashboard

Report of: Deputy Chief Executive (People, Policy and Reform)

Summary

Following the adoption of the 2017 Greater Manchester Strategy (GMS) by the Greater Manchester Combined Authority (GMCA), the GMCA have created a two year Implementation Plan and six monthly Performance Dashboard. Each Greater Manchester district is requested to consider adopting both.

This report provides an overview of the GSM Implementation Plan and the GSM Performance Dashboard (both appended).

Recommendations

The Executive is recommended to:

1. To approve the adoption of the GSM Implementation Plan
 2. To approve the adoption of the GSM Performance Dashboard
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Wards Affected

All wards

Manchester Strategy outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The implementation of actions that will achieve the GSM's Priority 3 and Priority 4 will contribute to Manchester becoming a thriving and sustainable city.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The implementation of actions that will achieve the GSM's Priority 2 and Priority 3 will contribute to Manchester becoming a highly skilled city.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The implementation of actions that will achieve the GSM's Priority 1, Priority 2, Priority 8, Priority 9 and Priority 10 will contribute to Manchester becoming a progressive and equitable city.

A liveable and low carbon city: a destination of choice to live, visit, work	The implementation of actions that will achieve the GMS's Priority 6 and Priority 7 will contribute to Manchester becoming a liveable and low carbon city.
A connected city: world class infrastructure and connectivity to drive growth	The implementation of actions that will achieve the GMS's Priority 5 will contribute to Manchester becoming a connected city.

Full details are in the body of the report, along with any implications for

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue and Capital

There are no financial consequences arising directly from this report.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- *Greater Manchester Strategy* (October 2017)
- *Greater Manchester Strategy - Implementation Plan* (April 2018)
- *Greater Manchester Strategy - Performance Dashboard* (April 2018)
- *Greater Manchester Strategy - Implementation Plan*; report to the GMCA (27 April 2018)

1.0 Introduction

- 1.1 The Greater Manchester Strategy (GMS) commits the Greater Manchester Combined Authority (GMCA) to developing an Implementation Plan detailing the specific actions underway to deliver its strategic vision and ambitions. In October 2017, the GMCA approved a six month Implementation Plan and agreed that work should be undertaken to develop a two year Implementation Plan.
- 1.2 As part of the GMCA's approach to monitoring the impact of the actions being taken to deliver the SMS, the SMS also sets out a commitment to report on progress against a range of high level performance indicators and targets at regular intervals. Work has been undertaken in recent months to develop a six monthly Performance Dashboard.

2.0 SMS Implementation Plan

- 2.1 The two year SMS Implementation Plan is appended. It builds on the six month Plan published in October 2017. A review of progress against the actions in the six month Plan, and how these need to be developed over the coming two years, has formed the basis of the actions in the two year Implementation Plan. The updated Implementation Plan takes account of feedback from the GMCA's Overview and Scrutiny Committees, Leaders, LEP members and wider partners. GM portfolio lead Chief Executives and policy leads have also undertaken engagement exercises on the Plan with businesses and the voluntary, community and social enterprise sector. The Implementation Plan:
 - is based around a smaller number of prioritised actions, and not simply a list of all the actions which are underway across GM in a particular area;
 - is focused on those actions which are 'transformational' in that, when delivered, they will significantly move GM towards achieving its ambitions;
 - is focused on those actions which require the whole 'GM-system' to get behind to deliver the outcomes we are seeking; and
 - sets out clear, measurable, milestones towards the completion of the actions to allow members to determine whether we are on-track to achieve the action within the 2020 timescale.
- 2.2 An Equalities Impact Assessment has been undertaken on the Implementation Plan and no significant adverse impacts were identified against any groups with protected characteristics.
- 2.3 The final version of the Plan was discussed and adopted by the GMCA at their 27 April 2018 meeting.

- 2.4 The GMS Implementation Plan is entirely consistent with the Our Manchester Strategy. By clarifying how the GMS will be delivered, the Plan will drive the changes needed at a GM level to support implementation of the vision and priorities for Manchester.
- 2.5 Where the GMS Implementation Plan sets principles, it is for individual districts to determine the way in which they will be delivered. Two examples of this which are important to Manchester are:
- Place-based integration on 30-50k geography: the Our Manchester Investment Board is considering the alignment of spatial arrangements for public services in the city based on clusters of neighbourhoods; further work is needed to co-design this with partners.
 - Public Service Hubs: Manchester is not planning co-location of all services in all parts of the city. There will be some Hubs for some services in some parts of the city. All staff being neighbourhood-focused is a greater priority than all staff being neighbourhood-based.
- 2.6 These principles are being discussed with partners through the Our Manchester delivery arrangements.

3.0 GMS Performance Dashboard

- 3.1 The GM Outcomes Framework sits at the heart of the GMS and provides a set of headline measures and 2020 targets for each of the Strategy's ten priorities. Performance against these measures will indicate whether GM's overall direction of travel is in line with ambitions. However, the targets are few in number and high level; focusing on them alone would not give a fully rounded view of progress.
- 3.2 As such, a GMS Performance Dashboard has been developed to provide a deeper, rounded understanding of progress; it is appended. These metrics will help to unpack change demonstrated by the headline indicators, capturing performance in specific areas that contribute to the key outcomes the GMCA are seeking to track. The selection of indicators has been developed and tested with a range of GMCA and district research and policy officers. It has also been reviewed by the GMCA's Overview and Scrutiny Committees and revised to take into account their feedback.
- 3.3 The Performance Dashboard is intended to be flexible and will inevitably need to be updated as delivery of GM's strategic approach continues to develop. It will be updated every six months. It will be supplemented on an annual basis with the State of Greater Manchester report, the first publication of which is planned for autumn 2018. This will provide the opportunity to explore the full range of distributional considerations (e.g. by geography and socio-economic group), expand on the 'context and challenges' narrative, and link to the range of strategic activity in place or planned across GM. Collaborative work is underway with the University of Manchester's Inclusive Growth Analysis Unit

so that the State of Greater Manchester report reflects best practice in the analysis of inclusive economic growth.

- 3.4 The GMS Performance Dashboard will complement the Council's State of the City report and associated performance outcome frameworks underpinning the Our Manchester Strategy.
- 3.5 Council officers have been engaged on the creation of the Performance Dashboard. Although some of the data sets used in the GMS Performance Dashboard are different to those that the Council uses in our own performance reporting, these will be harmonised as work on the Dashboard develops.

4.0 Next Steps

- 4.1 It is recommended that the Executive approve the adoption of the GMS Implementation Plan and GMS Performance Dashboard.
- 4.2 Progress on the Implementation Plan's milestones and the Performance Dashboard will be updated every six months and reported to the GMCA Overview and Scrutiny Committees, the GMCA, and the GM LEP.
- 4.3 The alignment of the GMS Implementation Plan and Performance Dashboard to the implementation of Our Manchester will be addressed as part of the work on the Corporate Strategy.

Greater Manchester Strategy Implementation Plan 2018-2020

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

- The Greater Manchester Strategy – Our People, Our Place – was co-produced by all 10 councils, the Mayor, the NHS, transport, the police and the fire service, as well as businesses, voluntary, community and social enterprise organisations, and members of the public.
- The Strategy sets out an ambitious vision and is clear that, if we are to make this a reality, we must go further and everyone needs to come together and play their part in delivering it.
- There is a huge amount of activity underway across Greater Manchester (GM) which will support the achievement of the ambitions set out in the Greater Manchester Strategy. The Greater Manchester Strategy Implementation Plan set out in the following pages does not include details of all these actions – these can be found in the supporting strategies and plans listed under each priority. Rather, it captures the transformational actions that collectively need to be delivered by 2020 to put us on a path towards realising our ambitions.
- Developed in consultation with the business community and Voluntary, Community & Social Enterprises (VCSE) sector, this implementation plan is a live document, and will be monitored and updated as we make progress towards achieving the actions contained within it. Progress against our plan will be reported to the Greater Manchester Combined Authority (GMCA), Greater Manchester Local Enterprise Partnership (LEP) and the VCSE every six months.
- The successful delivery of this Implementation Plan will mean that by 2020 Greater Manchester will have:
 - A radically improved antenatal care system, giving children the best possible start in life.
 - A Curriculum for Life and a Young Person's Career Portal, giving hope to young people for the future.
 - Multiple, flexible choices of Apprenticeship programmes, offering high quality, and vocational training programmes for all our young people.
 - An Employers Charter, helping firms to improve productivity and create more secure and well paid jobs.
 - 15,500 more jobs over the next two years, with many supported by our Productivity and Inclusive Growth Programme.
 - An ever more integrated public transport system, underpinned by a reformed bus network.
 - Ended the need for rough sleeping, and an increased number of social, affordable and supported homes.
 - A single spatial plan that provides for more than 10,000 new homes a year, while protecting valuable green spaces.

- A more vibrant cultural offer accessible to all residents, supported by our £7m Cultural Programme
 - Tailored response services to meet the needs of victims of crime
 - An integrated health and social care system, with 7 day access to a GP
 - Targeted employment support for those aged over 50
 - Be recognised as a top 5 European Digital City region.
 - Be delivering a new environmental pathway towards carbon neutrality
- This Implementation Plan is supported by a Performance Dashboard, which captures data for key indicators to monitor whether we are on track to realise our ambitions and whether our collective actions are having the impact we need. We will update this every six months and make the data easily accessible to anyone who wants to review it, on the Greater Manchester Combined Authority website.
- An Equalities Impact Assessment has been undertaken on this Implementation Plan and has identified no significant detrimental impacts to any of the groups with protected characteristics. By the nature of the actions proposed, and the overall purpose of the Greater Manchester Strategy and this plan, the effective targeting of services will support improved outcomes for all Greater Manchester residents, including those with protected characteristics. Ongoing monitoring of any equalities impacts of the actions delivered via this plan will be built into the overall performance reporting process.
- The Implementation Plan is structured under the ten Greater Manchester Strategy priorities, reflecting the life course, and should be read alongside the main Strategy document. In developing the transformational actions to be delivered we recognise the interactions and interdependencies between the priorities, and will ensure through our ways of working, breaking down silos via the enabling actions in this plan, we will work in new and innovative ways delivering better outcomes, tackling the issues that matter to our people and our businesses.

Priority 1: Children starting school ready to learn

Greater Manchester Strategy ambitions	GM will provide strong leadership and systems infrastructure to ensure we deliver integrated early years services with people at the centre
	All parents will have access to the support they need, at the time they need it, to give their child a healthy start, with good early development
	GM will be at the leading edge of providing our children with excellent places to play, develop and learn
	There will be high quality early years services across GM and all early years settings will be rated good or outstanding by Ofsted
Existing & developing delivery plans and strategies	Taking charge, 2017-2021
	Population health plan
	Start Well Early Years Strategy
	Early Intervention & Prevention Strategy
	Digital Strategy

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Develop a single consistent and high quality workforce development programme and roll out to place-based teams and early years settings	<ul style="list-style-type: none"> Identified the skills, knowledge and competencies needed to deliver future early years services
Develop and roll out a digital Early Years Record across GM	<ul style="list-style-type: none"> Ensured that mobile devices are available for Health Visitors with relevant digital licenses across GM and secured investment for wider digital solution requirements Completed historic paper intelligence digitisation pilot in Oldham, evaluated and developed business case for wider roll out across GM
Deliver a programme of engagement with schools to support them to become leaders in early years	<ul style="list-style-type: none"> Consulted with Head teachers and scoped a leadership role for schools within the GM early years model
Develop and implement integrated support services for families with more complex needs	<ul style="list-style-type: none"> Reviewed best practice to inform the development and design of a new pathway for addressing complex needs
Develop and roll out a consistent high quality antenatal care package across GM	<ul style="list-style-type: none"> Reviewed and identified existing evidence based antenatal parenting

	classes to inform development of a new antenatal care package
Ensure access to high quality speech, language and communication support to all children who need it	<ul style="list-style-type: none">• Evaluated current approaches and provision to develop future options
Support all early years providers to be good or outstanding	<ul style="list-style-type: none">• Designed a new package of support for early years providers

Priority 2: Young people equipped for life

Greater Manchester Strategy ambitions	We will ensure all children in GM have a good primary education and successful transition to secondary school, attending and achieving throughout	
	We will ensure for those children and families requiring specialist and additional support, that their needs are identified early and appropriate person centred support is provided	
	All our young people will successfully transition out of secondary school life ready, equipped for work and life-long learning	
Existing & developing delivery plans and strategies	Taking charge, 2017-2021	Work & Skills Strategy
	Population health plan	Review of Services for Children
	Start Well Early Years Strategy	Police & Crime Plan
	Digital Strategy	Greater Manchester Moving
	Early Intervention & Prevention Strategy	

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Put in place a flexible yet consistent approach to the commissioning of Children's and Young People's services embedded across GM; ensuring more young people get the right support at the right time	<ul style="list-style-type: none"> Identified opportunities to improve young people's transitions into early adulthood through GM commissioning processes
Develop and implement GM model for enabling school improvement , including raising attainment of English, maths and digital	<ul style="list-style-type: none"> Developed an outline proposal with schools and DCS' around a model to enable GM School Improvement model Established an English and Maths Group to lead the development of a GM English & Maths Strategy within the GM Colleges Group Began roll out the iDEA digital enterprise award programme to all secondary school students across GM
Develop and embed a Curriculum for Life from primary to post 16; that encompasses universal support and a more targeted offer for those that need it	<ul style="list-style-type: none"> Design and develop the Curriculum for Life with a view to commissioning in early 2019, capturing views of young people, schools and partners
Develop and implement a Young Person's Careers Portal and ensure that all young people have at least one high quality engagement with an employer to give clear	<ul style="list-style-type: none"> Consulted and gone out to commission a Young Person's Career Portal, including a UCAS Style Application Process Expanded roll out of BridgeGM

line of sight to the employment opportunities that GM offers	<ul style="list-style-type: none"> Committed to resource sharing with JCP Support 4 Schools team Submitted EoI to DfE for the pilot of GM Careers Leaders in schools
Significantly improve GM's technical education offer, with high quality apprenticeships and T-level qualifications; working with the business and skills sector to ensure people gain the skills, knowledge and experience that employers need	<ul style="list-style-type: none"> Scoped three initial occupational routes for T-level provision Developed a programme of engagement with employers to drive Apprenticeship take up Rolled out three Public Sector Flagship apprenticeship programmes Developed pilot models for flexible apprenticeships (e.g. part time roles)
Design and deliver a consistent offer for care leavers across GM	<ul style="list-style-type: none"> Consistent offer scoped by a new Looked After Children / Care Leavers Board Completed evaluation of Looked After Children analysis tool and prepared the case for wider roll out Work with DCS' to develop and implement a plan for more efficient and effective management of the LAC placement market
Embed early intervention and preventative services in place based teams across GM	<ul style="list-style-type: none"> Launched a GM Early Intervention & Prevention strategy Develop a data-sharing protocol for identifying young people at-risk of NEET and the tracking of NEETs across LA boundaries across GM Completed the Data Visualisation pilot for complex families, evaluated, and prepared the case for wider roll out
Develop a targeted offer for young people who require the support of multiple services , ensuring that all individuals are supported to achieve their potential, including those at risk of NEET, NEET and those hidden young people	<ul style="list-style-type: none"> Initiated the development of a Further Education strategy for prevention / early intervention of mental health issues Worked with JCP on a youth obligation offer across GM Work with the VCSE sector around the 'hidden young people' research report to identify the need for a targeted offer

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

Greater Manchester Strategy ambitions

All residents (in and out of work) will have the opportunity to progress into all levels of technical and academic skills provision, ensuring our people are life ready, and employers will offer high quality employment with clear progression routes

GM will be the place in the UK leading the way in ensuring we have the most integrated approaches and systems possible to develop good jobs and progression

Existing & developing delivery plans and strategies

Work & Skills Strategy	Population Health Plan
Greater Manchester Industrial Strategy	Ageing Strategy
GM social value policy	Greater Manchester Moving
Digital Strategy	

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Ensure quality jobs, quality provision and career progression are embedded as core outcomes of all skills and work contracts	<ul style="list-style-type: none"> Implemented these outcome in procurement and commissioning opportunities, such as Adult Education Budget (AEB) and European Social Fund (ESF) Undertaken early impact evaluation of using a Real Living Wage outcome for Work & Health Programme Completed the Work & Health Early Help information governance arrangements
Deliver a transformational digital skills programme	<ul style="list-style-type: none"> Commissioned and commenced delivery of the digital talent pipeline programme Rolled out of the Learn My Way open learning platform across GM Investigated a place based digital inclusion model
Work with the business community to increase investment in workforce development and inclusive recruitment , including the roll out of the GM Employer Charter	<ul style="list-style-type: none"> Consulted on the scope of the GM Employer Charter and developed a draft Charter Run a Working Well business event Explored proposals on how GM public services can lead by example

<p>Increase the scale, quality and accessibility of adult skills provision, including apprenticeships</p>	<ul style="list-style-type: none"> • Developed and gained sign off for provider agreements for AEB • Maximised the use of ESF allocation to provide increased opportunities • Progressed to Stage 2 of Institute of Technology process, subject to Stage 1 approval • Worked with adult skills and apprenticeship providers to build capacity and capability, including older people
<p>Develop and implement a world class jobs and progression service with Jobcentre Plus</p>	<ul style="list-style-type: none"> • Worked with DWP to explore potential of a GM in-work progression test and learn trial • Worked with Jobcentre Plus and partners to develop a joint working proposal
<p>Support people into and to progress in work through the Working Well system</p>	<ul style="list-style-type: none"> • Supported 3,000 people into work through current Working Well programmes • Engaged 2,500 people through the Work and Health programme • Commissioned an Early Help programme to support up to 14,000 struggling to maintain or secure work due to poor health or disability • Explored an all-age GM programme to improve the employment prospects of people with learning disabilities • Developed an approach to embedding sport and physical activity into Working Well through GM Moving
<p>Develop a GM approach to managing welfare reform that delivers job progression and addresses low pay</p>	<ul style="list-style-type: none"> • Developed a standard suite of materials to communicate welfare reform plans • Developed Welfare Reform dashboard and Network to demonstrate scale of impact and support planning • Considered a GM position to take with DWP to optimise the use of Personal Budgeting and Assisted Digital Support funding for Universal Credit (UC) claimants • Assessed impact of in-work allowances for UC claimants, in particular self-employment

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

Greater Manchester Strategy ambitions

Greater Manchester will drive our economic growth through nurturing and developing all of our industries, attracting new businesses and ensuring strong and productive sectors across the city-region

Greater Manchester will be recognised as one of the best places in the UK to start up, develop and grow business, fostering the spirit of entrepreneurship

Greater Manchester will become a top 20 global city by 2035

Greater Manchester will be at the heart of a thriving Northern Powerhouse

Greater Manchester is recognised as top 5 European digital city-region, with strengths around: E Commerce, Cyber Security, Media/Creative, Data Analytics

Greater Manchester will continue to invest in and develop our science and innovation assets to maintain world-class excellence and stay at the forefront of international scientific development

We will have the right employment sites and premises, in the right locations to support economic growth in all parts of Greater Manchester

Greater Manchester's town centres are quality places where people choose to live and work

Existing & developing delivery plans and strategies

Greater Manchester Industrial Strategy	Spatial Framework
Internationalisation Strategy	Northern Powerhouse Strategy
Science and Innovation Audit	2040 Transport Strategy
Social Enterprise Strategy	Digital Strategy
Northern Powerhouse Independent Economic Review	

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Provide support to GM businesses to enable them to be adaptable and resilient as the UK exits the EU – tackling issues of access to markets, access to labour and risk mitigation	<ul style="list-style-type: none"> Developed a draft GM Local Industrial Strategy Began development of sector strategies for high growth and high employment sectors including creative industries, advanced manufacturing and health innovation

Deliver an integrated approach to strengthening our international position (visitors, events, students, direct air connections), working via the Northern Powerhouse where it adds value	<ul style="list-style-type: none"> Refreshed the implementation plan for the GM Internationalisation Strategy Develop an international peer to peer city region programme
Grow our Trade with, and Investment from, the rest of the world by working with mid - sized companies to: identify projects early; develop direct access to overseas markets; bring buyers to GM; and put products/services on digital platforms	<ul style="list-style-type: none"> Developed a GM Trade and Investment Plan informed by, and at the heart of, a Northern Powerhouse Trade and Investment Plan
Deliver GM Industrial Digitalisation pilot ; and communicate and market a headline digital story	<ul style="list-style-type: none"> Business case developed for the Industrial digitation pilot Digital story scope and costs developed
Deliver a Productivity and Inclusive Growth Programme to support all parts of GM to realise growth opportunities	<ul style="list-style-type: none"> Commission and begin delivery of the Productivity and Inclusive Growth Programme Investigated potential for a Social Enterprise Summit
Develop a programme of enhanced support to companies to develop their Leadership and Management via business mentoring	<ul style="list-style-type: none"> Agreed the scope, scale and activities of a GM Business Mentorship programme
Invest in our science and innovation assets and drive commercial opportunities, particularly around health innovation, digital and advanced materials	<ul style="list-style-type: none"> Explored the need for a GM Innovation Board Developed business cases for GM science assets to secure Industrial Strategy Challenge Funds Developed the Innovation North Programme Established a virtual GM Office of Data Analytics with an agreed focus by linking together critical, related capabilities Developed a streamlined process for an improved health and research innovation pipeline
Develop a GM approach to public procurement and the use of public sector assets to grow market opportunities	<ul style="list-style-type: none"> Agreed the principles of the GM open data plan Mapped current social and economic impact of public procurement and assets and developed plan to increase this
Support growth in the regional centre, town centres, and strategic employment sites	<ul style="list-style-type: none"> Consulted on the GMSF Completed the first round of Town Centre Challenge

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

Greater Manchester Strategy ambitions	Greater Manchester will have world-class connections that support long-term, sustainable economic growth and access to opportunity for all
	Reducing congestion and improving air quality
	Greater Manchester will be a key international gateway to the UK and will be a gateway to the world for UK businesses and communities
	Greater Manchester will have world-class digital infrastructure
Existing & developing delivery plans and strategies	2040 Transport Strategy
	Northern Transport Strategy
	Digital Infrastructure Plan
	Spatial Framework
	Low Emissions Strategy and Air Quality Action Plan

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Deliver transformed digital infrastructure across GM	<ul style="list-style-type: none"> Commissioned a full fibre network programme for GM Agreed the approach to establishing free town centre WiFi Agreed the digital infrastructure prospectus to enable telecoms providers to invest more easily in the city region Develop a business case for 5G Connected City investment in GM Appointed the Operator for the Cyber Innovation Centre
Establish a new GM Transport Fund , enabling Transport Strategy Delivery Plan informing and aligned with GM Spatial Framework	<ul style="list-style-type: none"> Progressed discussion with Government on future funding Continued to deliver the programme of infrastructure investment and renewal (Trafford Park Line, Interchanges and wider transport capital programme)

Confirm a long term investment plan with TfN and Government to establish GM at heart of future HS2 and Northern Powerhouse Rail (NPR) networks	<ul style="list-style-type: none"> Completed TfN Strategic Outline Business Case for NPR A forward programme agreed and underway for HS2 Growth Strategy Developed and submitted response to HS2 Ltd consultation on HS2 Phase 2B (Midlands – Manchester) expected Autumn 2018
Progress closer integration of the public transport network , primarily through the powers afforded by the bus reform legislation and phased implementation of Smart ticketing	<ul style="list-style-type: none"> Progressed the assessment of proposed bus franchising scheme as requested by the GMCA, and phased implementation of Smart ticketing on Metrolink
Have commenced a significant investment and reform programme for cycling and walking , aligned with Made to Move and Streets for All approach, to deliver increases in cycling and walking levels	<ul style="list-style-type: none"> Established the first tranche of funding, the governance and approach to deliver the priorities and objectives within the GM Cycling and a Walking Commissioner's Made to Move Strategy
Improve performance of transport networks , including through Mayor's Transport Board and delivery of Congestion Plan	<ul style="list-style-type: none"> Established the Mayor's Transport Board to oversee and drive continuous service and infrastructure improvement Congestion Plan launched and measures being implemented Progressed delivery of the new Manchester Airport terminal and ground transport plan
Continue to reduce harmful emissions from transport sector	<ul style="list-style-type: none"> Continued the implementation of measures from GM Low Emission Strategy, Air Quality Action Plan and Congestion Plan; progressed GM Clean Air Plan

Priority 6: Safe, decent and affordable housing

Greater Manchester Strategy ambitions

Greater Manchester will become the UK's leading innovator in housing development

All parts of Greater Manchester will be neighbourhoods of choice, with good quality affordable homes in safe and attractive communities, well served by public transport, so that the people that live in them are connected to jobs and opportunity and have access to excellent local amenities, green spaces and a high quality cultural and leisure offer

Be a national leader in ending rough sleeping and reducing homelessness

Existing & developing delivery plans and strategies

Spatial Framework

Greater Manchester Homelessness Strategy

Greater Manchester Housing Strategy and Housing Investment Fund

Transport 2040

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Identify viable sites for housing in sustainable locations focussing on the existing urban area, town centres and public land	<ul style="list-style-type: none"> GM Team established and developing the viable pipeline of housing land GM Land and Infrastructure Commission established to lead the implementation of the GM Housing Package Programme of work around One Public Estate developed Consulted on the revised GMSF
Meet the needs of GM residents by developing a full range of homes including social, affordable and supported housing and ensure that appropriate supporting infrastructure is in place	
Agree and implement GM approach to drive up the quality of our private rented sector housing	<ul style="list-style-type: none"> Developed a collective strategy with key stakeholders to improve the private rented sector
Have a coordinated, consistent, effective GM-wide response to end the need for rough sleeping	<ul style="list-style-type: none"> Developed and agreed 3 year GM-wide strategic response to rough sleeping Completed social impact bond referral process

	<ul style="list-style-type: none"> • Winter arrangements confirmed • Housing First procurement concluded
Have a coordinated, consistent, effective GM-wide response to prevent people from becoming homeless	<ul style="list-style-type: none"> • Effectively implemented the Homelessness Reduction Act across GM and increased the level of homelessness prevention • Developed pathways for key groups including young people, to prevent homelessness • Embedded the key elements of the GM Homelessness Strategy into practice • Have established information governance arrangements that enable appropriate sharing of information to reduce homelessness across GM
Develop and implement a GM Strategic Infrastructure Strategy/Plan	<ul style="list-style-type: none"> • Scoping work for the GM Infrastructure Strategy/Plan complete • Explore opportunities for use of Apprenticeship Levy to ensure supply of construction skills to deliver housing growth and infrastructure

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

Greater Manchester Strategy ambitions	Greater Manchester will be a national leader in protecting and strengthening the natural environment	
	Greater Manchester will be a carbon neutral city-region	
	Ensure that Greater Manchester offers a vibrant, stimulating environment for people to live, work, study and play, supported by a world-class cultural and leisure offer	
Existing & developing delivery plans and strategies	Spatial Framework	Cycling & Walking Strategy
	Climate change & Low Emissions Implementation Plan	
	Greater Manchester Visitor Economy	Waste Management Strategy
	Air Quality Action Plan	2040 Transport Strategy
	Greater Manchester Moving	
	Sustainable Urban Development Strategy	

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Have co-produced a pathway for the next five years setting out actions to achieve an accelerated date for carbon neutrality	<ul style="list-style-type: none"> Published a new Environmental Pathway for GM based on the feedback from the Green Summit. Planned a second green summit for 2019
Accelerate deployment of energy generation/efficiency technologies	<ul style="list-style-type: none"> Explored the creation of a GM Energy Company Developed a GM Smart Energy Plan, as part of a wider GM Energy Path Network Considered an Energy Innovation Zone to pilot the mass uptake of smart energy generation systems Assessed how more future energy demand can be met from smart, local renewable sources via a workstream led by Electricity Northwest
Develop mechanisms to encourage the retrofit of public, commercial and domestic buildings	<ul style="list-style-type: none"> Initiated a workstream, led by the UK Green Buildings Council, to assess how our current building stock can be affordably retrofitted Agreed ERDF funding for programmes to demonstrate smart energy systems and heat innovation in buildings

	<ul style="list-style-type: none"> Agreed a date by which all new homes built across GM will need to be net zero carbon via GMSF
Continue to influence consumer behaviour/choice to achieve 60% recycling of household waste by 2025 and 90% diversion from landfill by 2020 and establish a waste to energy (biomass) pathway for residual commercial waste	<ul style="list-style-type: none"> Produced a GMCA Resources Strategy to maximise use of resources and hence the reduction of waste, in a way that creates local jobs and to ensure it reflects the targets for recycling and landfill diversion. Established a #Plastic Free GM Campaign to eliminate single use plastics Coordinated a wide range of local action via the launch of Good Food Greater Manchester, a strategic food Board for GM Seek additional EU funds to encourage a circular economy
Ensure the 2040 Transport Strategy – and wider transport investment – is fully aligned with our carbon neutral ambitions	<ul style="list-style-type: none"> Developed the approach to electric vehicle charging points following the Green Summit
Deliver the Urban Pioneer programme as part of Defra's 25year Environment Plan to become an exemplar in managing the urban environment	<ul style="list-style-type: none"> Developed a Natural Capital Investment Plan Launched 'My Wild City' in Manchester via the Wildlife Trust Began development of a trees and woodland strategy for GM via City of Trees Explored how we could create a GM Environment Fund to support our aims Launched a Nature Greater Manchester website to engage communities Complete the RESIN Climate Change Adaptation project and hold a conference to disseminate results
Increased the value and scale of GM's visitor economy	<ul style="list-style-type: none"> Delivery of a quality tourism offer, including the development of new products, to remain competitive and continue delivery of innovative targeted national and international campaigns to increase value of day and staying visitors Developed and began delivery of an annual marketing plan which sets out delivery actions and performance measures
Implement the GM Cultural Investment programme and Great Places project to substantially increase cultural engagement across GM	<ul style="list-style-type: none"> Developed a GM Cultural Strategy Town of culture programme developed Establish Greater Manchester Culture Partnership

Priority 8: Safer and stronger communities

Greater Manchester Strategy ambitions	Greater Manchester will have strong, inclusive communities where people feel safe
	Greater Manchester will be the most resilient city-region in the UK
	Reducing risk and harm to the residents of Greater Manchester
	Protecting and supporting children and young people and those that are vulnerable
Existing & developing delivery plans and strategies	Police and Crime Plan
	Integrated Risk Management Plan
	Resilient Greater Manchester

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Develop and implement a GM Resilience Strategy which includes the findings from the Kerslake Review and Cohesion Commission, in partnership with 100 Resilient Cities	<ul style="list-style-type: none"> Drafted Greater Manchester Resilience Strategy ready for public consultation
Develop with partners a clear strategy as to how we will jointly prioritise our local responses to calls from members of the public for services on the basis of threat, harm and risk	<ul style="list-style-type: none"> A collective view of what 'good' looks like from the perspective of the citizen whilst also developing a shared understanding of the rights and responsibilities of organisations, communities and individuals
Have a series of established programmes that raise awareness of risks and informs practice to keep people safe, reduce harm and build strong communities. This will include regular communication with communities about emerging threats and actions they can take to protect themselves.	<ul style="list-style-type: none"> First findings of an assessment of online vulnerability available
Have an effective and consistent approach to reports of violence against women and girls across our partnerships	<ul style="list-style-type: none"> Developed a strategy to reduce violence against women and girls and an outcomes framework to assess progress

	<ul style="list-style-type: none"> • Provided information governance support to ensure effective information sharing to enable the STRIVE programme
Have tailored responses to all victims of crime that meet their needs	<ul style="list-style-type: none"> • Understand the different needs to victims and have mapped gaps in service provision • Received formal agreement and funding to develop the Victims Data Sharing tool
Develop and implement an approach that will provide support to our most vulnerable citizens by making sure that all those delivering our health and justice services, including the voluntary sector, work together to solve problems and improve lives.	<ul style="list-style-type: none"> • An understanding of the views of service users and providers on the needs of vulnerable citizens
Have a consistent approach to complex safeguarding of children which reflects the findings of the CSE assurance exercise	<ul style="list-style-type: none"> • Finalised the independent CSE assurance exercise and commenced implementation of recommendations
Develop channels of communication to facilitate information sharing and better relationships between neighbourhood teams and communities	<ul style="list-style-type: none"> • Devolved small grants budgets from GMCA to districts building on the VCS Accord to support work underway in the districts to allow communities to deliver change

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

Greater Manchester Strategy ambitions	We will work in partnership to improve the health of all Greater Manchester residents
	We will work in partnership to the transform care and support that our residents can access
	We will work in partnership to enable better care for our residents
	We will work in partnership to ensure research, innovation and growth informs the development of our services
	We will work in partnership to achieve financial balance and secure the sustainability of our services for now and the future
Existing & developing delivery plans and strategies	Taking charge, 2017-2021
	Population health plan
	Greater Manchester Moving
	Greater Manchester Tobacco Free Strategy
	Substance misuse strategy

To achieve our ambitions, by April 2020 we will...	By October 2018, we will have made significant progress towards our 2018/19 priorities ...
Implement population health programme to deliver the GM population health outcomes	<ul style="list-style-type: none"> • Introduce GM standards to reduce the number of women and their partners who smoke in pregnancy • Year 1 Implementation of the Making Smoking History Strategy • Roll out a programme to improve the oral health status of the 0-5 age population in four areas • The roll out of Focused Care • Have commenced Healthy Hearts initiatives across 4 localities • Reviewed clinical treatment for a significant number of COPD patients across GM • Commenced a Hep C elimination programme across GM increasing uptake of available drugs to cure disease
Establish a fully integrated health and social care system to break down historic	<ul style="list-style-type: none"> • Accelerate the development of the 10 Local Care Organisations – building on the findings of the recent LCO review

barriers and improve outcomes for all residents and patients	<ul style="list-style-type: none"> Continue work with all 10 localities to put in place Single Commissioning Functions
Implement a Mental Health programme and Investment Proposition to improve access and deliver parity of esteem between mental and physical health	<ul style="list-style-type: none"> Complete a GM Mentally Healthy Schools Pilot Liaison Mental Health roll out to ensure access to mental health support 24/7 for all ages Make significant progress to the implementation of core GM standards for children with ADHD
Implement a Health & Social Care Partnership Workforce strategy to ensure our workforce is supporting new models of care	<ul style="list-style-type: none"> Launch the GM nursing recruitment campaign to target key shortage areas Develop a GM benefits programme for current and future staff Commence Care Academy pilot as part of a programme to establish centre(s) of excellence for workforce development
Make significant progress in reconfiguring acute services to ensure we have high quality, consistent clinical standards across hospital care	<ul style="list-style-type: none"> Developed models of care across a range of clinical specialities. These models of care will inform how hospitals can work together to ensure consistent, high quality care Agree resourcing for H&SC information governance support at appropriate scale and defined the framework for information sharing Introduced ERAS+ across a number of sites across GM to enhance pre-operative care for surgery patients, to aid recovery
Ensure delivery of the Primary Care Reform Strategy to improve patient access and put primary care at the centre of place-based delivery models	<ul style="list-style-type: none"> Provision of 7 day access to general practice in all parts of GM to provide over 1,500 additional hours of GP and/or Practice Nurse time in addition to core hours. At least 50% of GP practices to signpost patients to wider health and care services including community and voluntary sector. We expect this to be 100% of GP practices by the end of the 2018/19 At least 40% of practices will have a Pharmacist-led information technology intervention for medication errors audit software package to help GP practices review their patient

	caseloads and highlight patients who may be at risk of prescribing errors
Deliver Adult Social Care Transformation as part of integrated care models across GM	<ul style="list-style-type: none">• Equip all localities to support significant improvement in care home quality• Begin development of minimum standards required for a teaching care home model in GM• An extended and consistently available support offer for all carers across GM• Continue to work with Government on a co-investment model for the Care 2020 programme – and begin to implement elements of the programme

Priority 10: An age-friendly Greater Manchester

Greater Manchester Strategy ambitions	GM will be the first age-friendly city-region	
	GM will be recognised as a global centre of excellence for ageing	
	GM will see increased levels of economic participation in the over 50s, with our older people remaining economically active for longer	
Existing & developing delivery plans and strategies	Greater Manchester Age Friendly Strategy	
	Culture Strategy	Local Industrial Strategy
	Spatial Framework	Transport 2040
	Greater Manchester Moving	Population Health Plan

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Put in place a network of Age-friendly neighbourhoods across GM	<ul style="list-style-type: none"> • WHO endorsement of GM as first UK Age Friendly City Region • Published TfGM / GMCA report on ageing & transport • 10 Local Authority Age-friendly plans in place • Rolled out Take a Seat programme to 500 GM stores and shops • Launched £1m Greater Sport programme to increase physical activity amongst older people • Held GM Festival of Ageing (July 2018)
Design and deliver employment support programme for people aged over 50	<ul style="list-style-type: none"> • Engaged with DWP, Jobcentre Plus, CFAB and local agencies to develop a more effective place-based and person-centred service offer for older workers
Deliver a series of GM showcasing events , positioning GM as global leader in Ageing	<ul style="list-style-type: none"> • Hosted European Innovation Partnership / Eurocities event focused on Devolution and ageing and British Society of Gerontology conference • Launched EU-funded research programme on urban ageing • Issue Mayoral “challenge” to GM agencies and communities on making GM more age-friendly

Enablers and ways of working

Greater Manchester Strategy ambitions	Communities in control
	People at the heart of everything we do
	An integrated approach to place-shaping
	Leadership and accountability
	Taking control of our future
Existing & developing delivery plans and strategies	VCSE sector accord
	GM Reform Principles
	Investment Framework
	Spatial Framework
	Devolution agreements

To achieve our ambitions, by April 2020 GM will...	By October 2018, GM will have...
Put in place new ways of working with the VCSE sector , including new approaches to funding, building on the accord	<ul style="list-style-type: none"> • Tested an outcomes based commissioning approach with the VCSE, using School Readiness as an exemplar • Defined and tested with partners a draft set of co-production and co-design principles • Developed a framework for investing more effectively in VCSE organisations • Supported the delivery of GDPR training for VCSE sector • Explored wider uses of data and intelligence generated by the VCSE sector
Develop a GM approach to public service workforce development and the redesign of future roles , promoting the use of asset based approaches within all frontline practice	<ul style="list-style-type: none"> • Developed a GM workforce framework, which supports the redesign of frontline roles at GM and locality level
Adopt new ways of using data and intelligence , to ensure it drives system reform and performance management, based on what matters to people	<ul style="list-style-type: none"> • Developed and tested a risk stratification model to support activity across the priorities within the GMS • Completed citizen engagement work to better understand resident attitudes to how public services access and use information • Have defined and rolled out a strategic information governance approach which

	<p>enables public service reform by fast tracking new arrangements across GM</p> <ul style="list-style-type: none"> • Have increased the use of the Information Sharing Gateway
Implement place-based integration models across GM , including VCSE organisations and SMEs; aligned to the development of Local Care Organisations serving 30-50K neighbourhood populations	<ul style="list-style-type: none"> • Developed GM standards for integrated delivery in place
Put in place Public Service Hub functions in every district, based on GM standards	<ul style="list-style-type: none"> • Agreed GM standards for the implementation of Public Service Hubs
Develop integrated whole system approaches to budget setting and resource management that consider the impact of decisions at place level	<ul style="list-style-type: none"> • Worked with at least one locality area to understand and develop an approach to implementation
Design and adopt a place leadership approach universally across GM , including single district leadership arrangements	<ul style="list-style-type: none"> • Implemented through a place-based approach, a third cohort of GM Leaders on Leading GM programme • Designed digital content for inclusion in Leading GM
Release public sector owned land and property for regeneration, housing and growth via the One Public Estate Programme	<ul style="list-style-type: none"> • Progressed individual milestones as per project plans in GM OPE Partnership Services and Asset Delivery Plan
Deliver Neighbourhood Asset Review Programme, providing integrated place based approaches to review of assets, services and needs	<ul style="list-style-type: none"> • Stage 3 of NARs completed on: Bolton; Oldham; Rochdale; Tameside; Salford; Wigan; Stockport (Stepping Hill locality); Trafford • NAR Completed: Withington and Burnage; Bury; Stockport
Have adopted a GM Spatial Framework to provide a planning framework for future development and growth across GM	<ul style="list-style-type: none"> • Consulted on the revised GMSF draft
Develop new investment models through reform investment fund to deliver reform priorities	<ul style="list-style-type: none"> • Developed a set of GM level investable propositions for consideration by GM Reform Investment Fund Panel
Continue to develop and invest GM's core investment funds	<ul style="list-style-type: none"> • Committed GM investment funds in line with profile
Develop a Local Industrial Strategy with Government which further progresses GM's immediate devolution asks	<ul style="list-style-type: none"> • Consultation draft published • Prepare GM bid into Industrial Strategy 'Grand Challenge' Fund on Ageing

Develop a long-term devolutionary settlement – including policy freedoms & flexibilities, financial settlements, fiscal tools and regulation	<ul style="list-style-type: none">• Developed GM position and proposition asks to inform Autumn Statement submission
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Glossary

ADHD	Attention deficit hyperactivity disorder
AEB	Adult Education Budget
BridgeGM	Greater Manchester's mechanism to strengthen ties between business, education and careers providers in order to ensure that GM provides young people with a careers programme fit for the 21st Century
CFAB	Centre for Ageing Better
COPD	Chronic Obstructive Pulmonary Disease
CSE	Child Sexual Exploitation
Curriculum for Life	Curriculum aimed at equipping children and young people with the skills and knowledge needed to succeed in the real world (including Personal, Social, Health and Economic education)
Data Visualisation pilot	Pilot placing data in a visual context to help people understand its significance
DCS	Director of Children's Services
DfE	Department for Education
DWP	Department for Work & Pensions
Eoi	Expression of Interest
ERAS +	Patients undergoing surgery at six Greater Manchester hospitals will be prepared for the experience in the best possible way using the Enhanced Recovery After Surgery (ERAS+) programme. The surgical pathway builds on the success of the in-hospital programme but expands it to include six weeks of pre-surgery patient preparation and post-hospital recovery six weeks after, with patients and their family supported through a Surgery School.
ESF	European Social Fund
EU	European Union
GDPR	General Data Protection Regulation
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
GMS	Greater Manchester Strategy
GMSF	Greater Manchester Spatial Framework
GP	General Practice
H&SC	Health & Social care
H&SCP	Health & Social Care Partnership
Hep C	Hepatitis C
HS2	High Speed 2
JCP	Job Centre Plus
LA	Local Authority
LAC	Looked After Children
LCO	Local Care Organisation
Leading GM	Programme of activities that will support GM public service leaders to deliver GMS.
Learn My Way	Online learning platform built by Good Things Foundation to make getting online easy
LEP	Local Enterprise Partnership

Liaison mental health service	Provide mental health assessment and treatment for people who are inpatients in general hospitals or for those who may go to an A&E department and are in need of a mental health assessment.
NAR	Neighbourhood Asset Review
NEET	Not in Education, Employment or Training
NHS	National Health Service
NPR	Northern Powerhouse Rail
One Public Estate	National programme providing practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners
RESIN	An interdisciplinary, practice-based research project investigating climate resilience in European Cities
SME	Small & Medium-sized Enterprises
STRIVE	A GM wide multi-agency approach to tackle domestic violence
TfN	Transport for the North
T-level	T levels are new technical study programmes that will sit alongside Apprenticeships within a reformed skills training system. T levels will equip students with the technical knowledge and practical skills necessary to enter skilled employment. The first teaching of 3 T levels from 3 routes by a small number of institutions will start from September 2020, with a second wave delivered in September 2021 and all routes being available by 2022.
UC	Universal Credit
VCS	Voluntary, Community Sector
VCSE	Voluntary, Community & Sector Enterprise
WHO	World Health Organisation
Working Well	Service designed to help people overcome challenges they may face in getting a job or progressing in work by providing intensive, personalised support, fully integrated into Greater Manchester's public services. The programme combines help with physical and mental health and advice on drug and alcohol problems, skills, education and housing.

Greater Manchester Strategy: first performance report

April 2018

GMCA

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

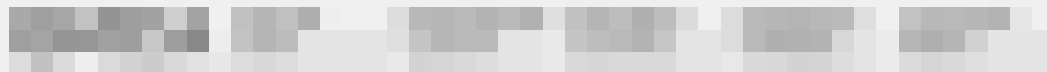
TRAFFORD
WIGAN

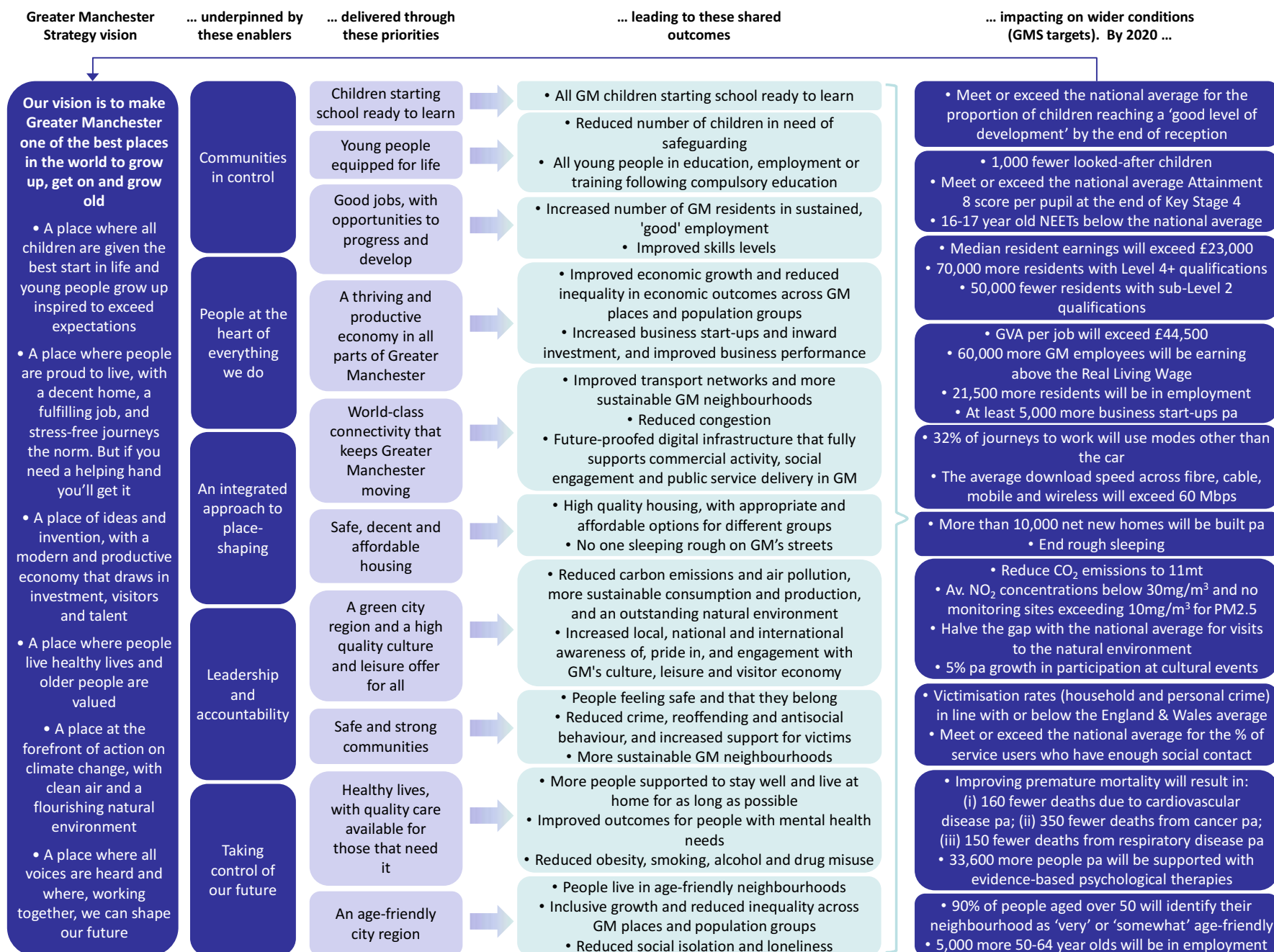
Performance report

- This version of the dashboard provides the first assessment of performance against headline GMS targets compared to the baseline position
 - where new data have been released, RAG ratings for the headline indicators report on progress towards the 2020 targets, assessing whether we are on track against projected trajectory
 - where the baseline data have not yet been updated, the RAG ratings for the headline indicators are based on comparison with the national average. A similar approach has been adopted for the RAG ratings for the secondary indicators, which do not have targets associated with them (see the key on slide 5)
 - the 'Context and challenges' narrative has been populated for the ten priorities, commenting on performance and drawing out insight and intelligence to inform ongoing decision-making and activity
- In light of significant consultation with GM governance, locality and partner agency representatives and policy leads, the following further changes have been made ...
 - Priority 2: moving Key Stage 2 attainment from a 'supporting indicator' to a 'headline indicator', changing the approach to reporting GCSE attainment, and removing the previous anti-social behaviour supporting indicator
 - Priority 3 and 4: moving supporting indicators on unemployment and out-of-work benefits from Priority 4 to Priority 3, and incorporating new supporting indicators on employment rates for ethnic minority groups and people with disabilities under Priority 4
 - Priority 5: revising the air quality measures and targets
 - Priority 9: introducing a new supporting indicator on CQC ratings of GM adult social care locations
 - noting caveats in the priority slides where the indicator / data are less robust than we would like
 - providing details of the sources for the data in the annexed slides
- Next steps
 - develop the scope of the proposed 'State of GM' report, and work with the University of Manchester's Inclusive Growth Analysis Unit to consider options for distributional analysis to underpin performance reporting
 - explore the potential to develop an online, public-facing version of the performance dashboard
 - continue to develop the dashboard as an iterative tool, incorporating new indicators and data if they become available and add value



Outcomes framework











Performance Dashboard

April 2018 performance report

All figures are accurate as of 30th March 2018

Key	
Performance	Direction of Travel
 Matching or exceeding ambition	 Improving
 Below ambition (within 10%)	 Declining
 Significantly below ambition (more than 10%)	 Unchanged

Unless otherwise stated, RAG ratings for headline indicators are based on a comparison to the expected target position, whilst sub-indicators are based on a comparison to the England average.

WAP = working-age population (16-64)



Priority 1 - Children starting school ready to learn

GMS targets

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

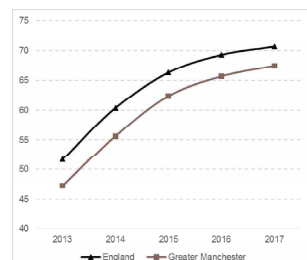


67.5%

of children in GM had reached a 'good level of development' by the end of reception, as of 2017

2.1 percentage points behind the expected target trajectory

1.8 percentage points higher than 2016



Proportion of children who are school ready at aged 5 (2017) and percentage point change on the previous year

Bolton	66.1	1.5
Bury	68.7	-0.2
Manchester	66.2	2.5
Oldham	63.7	3.2
Rochdale	63.8	0.5
Salford	67.6	2.3
Stockport	71.6	2.0
Tameside	66.0	3.0
Trafford	73.0	-0.8
Wigan	69.3	2.3
GM	67.5	1.8
England	70.7	1.4

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

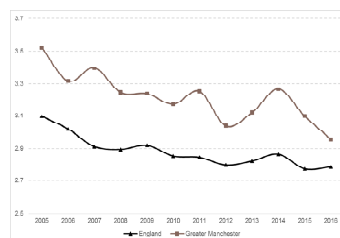


3.0% (973)

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

0.1 percentage points behind the expected target trajectory

0.1 percentage points (16) fewer than 2015



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

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

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



92.5%

of early years settings were rated as 'good' or 'outstanding' as of August 2017

5.0 percentage points higher than August 2016

0.1 percentage points ahead of the expected target trajectory

Percentage of inspected providers rated as Good or Outstanding as of August 2017, and percentage point change since August 2016

Bolton	95.9%	2.1
Bury	92.9%	7.2
Manchester	85.0%	3.3
Oldham	91.4%	9.4
Rochdale	92.1%	2.0
Salford	91.5%	4.8
Stockport	96.9%	4.4
Tameside	93.5%	8.3
Trafford	96.1%	6.0
Wigan	90.5%	3.2
GM	92.5%	5.0
England	93.7%	2.7

Supporting indicators

As of Q3 2017/18, **12.3%** of GM mothers were known to be smokers at the time of delivery, down **1.0 percentage points** compared to the same quarter in the previous year

1.7 percentage points above the England average



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

0-4 year olds was **33 per 10,000** in 2015-16, a reduction of **3 per 10,000** compared to the previous year

43% higher than the England average



Context and challenges

- Greater Manchester has seen an improvement in school readiness since 2012/13, from 47% to 67.5% in 2017. But the gap with the national average has persisted, closing only very marginally in recent years. Every GM district has improved, but at varying rates. Each district will need to continue to improve significantly if GM is collectively to ensure that every child is 'school ready' by age 5.
- GM has had an Early Years Delivery Model in place since 2012, but implementation has been patchy and under threat from continued austerity.
- GM lags significantly on some key early years indicators which predict poor future outcomes, with one of the highest smoking in pregnancy rates in the country and oral health that is significantly worse than the national average. However, other parts of the UK have demonstrated that significant improvements can be delivered, and these areas are being prioritised in the Greater Manchester Population Health Plan, including programmes to reduce smoking in pregnancy and improve infant oral health.
- Improved early years outcomes are a fundamental foundation for achieving each of the aims within the Greater Manchester Strategy. To do this, following the School Readiness Summit last year, we are developing a comprehensive school readiness plan for GM to deliver the investment and implementation of reforms required to drive improvements in school readiness in every part of GM.

Priority 2 – Young people equipped for life

GMS targets

<p>By 2020, there will be 1,000 fewer looked after children in GM, a reduction of more than 20% on 2016 levels</p> <p>A ↓</p>	<p>By 2020, the proportion of GM Key Stage 2 pupils achieving the expected level of achievement in reading, writing and maths (RWM) will continue to meet or exceed the England average</p> <p>G ↑</p> <p><i>Note: new headline indicator and target</i></p>	<p>By 2020, we will meet or exceed the national average Attainment 8 score per pupil at the end of Key Stage 4, with all districts demonstrating significant progress in closing the attainment gap across their schools</p> <p>A</p> <p><i>Note: this indicator replaces the no longer reported 5+ A*-C GCSEs measure. Comparator data cannot be quoted due to methodological changes</i></p>	<p>By 2020, the number of 16-17 year olds who are NEET (not in education, employment or training) will be below the national average in all GM districts, as will the number whose activity is not known to the local authority</p> <p>R ↑</p>	<p>By 2020, the number of unemployed 16-19 year olds will have fallen from 13,300 in 2016 to 12,000, a reduction of 10% over the period</p> <p>R ↓</p>																																																																																																																																																																																																			
<p>As of March 2017, there were 5,245 looked after children in GM, up by 135 compared to March 2016</p> <p>8.5% behind the target trajectory</p> <p><i>Rate per 10,000 children <18</i></p> <table><tr><th></th><th>2016</th><th>2017</th><th>Change</th></tr><tr><td>Bolton</td><td>85</td><td>87</td><td>2.4%</td></tr><tr><td>Bury</td><td>72</td><td>82</td><td>13.9%</td></tr><tr><td>Manchester</td><td>107</td><td>97</td><td>-9.3%</td></tr><tr><td>Oldham</td><td>72</td><td>84</td><td>16.7%</td></tr><tr><td>Rochdale</td><td>95</td><td>89</td><td>-6.3%</td></tr><tr><td>Salford</td><td>103</td><td>95</td><td>-7.8%</td></tr><tr><td>Stockport</td><td>47</td><td>53</td><td>12.8%</td></tr><tr><td>Tameside</td><td>87</td><td>105</td><td>20.7%</td></tr><tr><td>Trafford</td><td>61</td><td>70</td><td>14.8%</td></tr><tr><td>Wigan</td><td>72</td><td>66</td><td>-8.3%</td></tr><tr><td>GM</td><td>82</td><td>84</td><td>1.6%</td></tr><tr><td>England</td><td>60</td><td>62</td><td>3.3%</td></tr></table>		2016	2017	Change	Bolton	85	87	2.4%	Bury	72	82	13.9%	Manchester	107	97	-9.3%	Oldham	72	84	16.7%	Rochdale	95	89	-6.3%	Salford	103	95	-7.8%	Stockport	47	53	12.8%	Tameside	87	105	20.7%	Trafford	61	70	14.8%	Wigan	72	66	-8.3%	GM	82	84	1.6%	England	60	62	3.3%	<p>62% of GM Key Stage 2 pupils achieved the expected level of attainment (RWM) in 2017, up from 55% in 2016</p> <p>Equal to the England average</p> <table><tr><th></th><th>2016</th><th>2017</th><th>Change</th></tr><tr><td>Bolton</td><td>56</td><td>61</td><td>8.9%</td></tr><tr><td>Bury</td><td>55</td><td>63</td><td>14.5%</td></tr><tr><td>Manchester</td><td>52</td><td>60</td><td>15.4%</td></tr><tr><td>Oldham</td><td>47</td><td>57</td><td>21.3%</td></tr><tr><td>Rochdale</td><td>51</td><td>56</td><td>9.8%</td></tr><tr><td>Salford</td><td>57</td><td>61</td><td>7.0%</td></tr><tr><td>Stockport</td><td>58</td><td>64</td><td>10.3%</td></tr><tr><td>Tameside</td><td>55</td><td>60</td><td>9.1%</td></tr><tr><td>Trafford</td><td>66</td><td>72</td><td>9.1%</td></tr><tr><td>Wigan</td><td>57</td><td>66</td><td>15.8%</td></tr><tr><td>GM</td><td>55</td><td>62</td><td>12.4%</td></tr><tr><td>England (state schools)</td><td>54</td><td>62</td><td>14.8%</td></tr></table>		2016	2017	Change	Bolton	56	61	8.9%	Bury	55	63	14.5%	Manchester	52	60	15.4%	Oldham	47	57	21.3%	Rochdale	51	56	9.8%	Salford	57	61	7.0%	Stockport	58	64	10.3%	Tameside	55	60	9.1%	Trafford	66	72	9.1%	Wigan	57	66	15.8%	GM	55	62	12.4%	England (state schools)	54	62	14.8%	<p>The average Attainment 8 score for GM Key Stage 4 pupils in 2016/17* was 45.5</p> <table><tr><th></th><th>Attainment 8 (A8) score</th><th>% of mainstream schools below A8 England average</th></tr><tr><td>Bolton</td><td>43.7</td><td>61%</td></tr><tr><td>Bury</td><td>46.0</td><td>38%</td></tr><tr><td>Manchester</td><td>43.4</td><td>60%</td></tr><tr><td>Oldham</td><td>43.6</td><td>75%</td></tr><tr><td>Rochdale</td><td>42.5</td><td>67%</td></tr><tr><td>Salford</td><td>41.7</td><td>73%</td></tr><tr><td>Stockport</td><td>48.2</td><td>23%</td></tr><tr><td>Tameside</td><td>44.8</td><td>50%</td></tr><tr><td>Trafford</td><td>55.6</td><td>37%</td></tr><tr><td>Wigan</td><td>46.2</td><td>61%</td></tr><tr><td>GM</td><td>45.5</td><td>55%</td></tr><tr><td>England (state schools)</td><td>46.4</td><td></td></tr></table> <p>0.9 below the average score for the state-funded sector in England</p> <p>Significant attainment gap within districts, with high proportions of schools below the national average score</p> <p><i>* Note: revised data, not yet finalised. Excludes new schools not yet reporting A8 data</i></p>		Attainment 8 (A8) score	% of mainstream schools below A8 England average	Bolton	43.7	61%	Bury	46.0	38%	Manchester	43.4	60%	Oldham	43.6	75%	Rochdale	42.5	67%	Salford	41.7	73%	Stockport	48.2	23%	Tameside	44.8	50%	Trafford	55.6	37%	Wigan	46.2	61%	GM	45.5	55%	England (state schools)	46.4		<p>3.3% of 16-17 year olds in GM were NEET (not in education, employment or training) as of December 2016</p> <p>0.5 percentage points above the England average</p> <p>The activity of a further 3.6% of 16-17 year olds was unknown, 0.4 percentage points above the England average</p> <table><tr><th></th><th>NEET</th><th>Not known</th><th>Total</th></tr><tr><td>Bolton</td><td>2.6%</td><td>4.3%</td><td>6.8%</td></tr><tr><td>Bury</td><td>3.7%</td><td>0.2%</td><td>3.9%</td></tr><tr><td>Manchester</td><td>2.9%</td><td>6.5%</td><td>9.4%</td></tr><tr><td>Oldham</td><td>4.9%</td><td>2.3%</td><td>7.1%</td></tr><tr><td>Rochdale</td><td>3.8%</td><td>2.9%</td><td>6.7%</td></tr><tr><td>Salford</td><td>5.9%</td><td>1.3%</td><td>7.3%</td></tr><tr><td>Stockport</td><td>2.1%</td><td>0.7%</td><td>2.8%</td></tr><tr><td>Tameside</td><td>4.2%</td><td>3.7%</td><td>7.9%</td></tr><tr><td>Trafford</td><td>2.2%</td><td>3.9%</td><td>6.1%</td></tr><tr><td>Wigan</td><td>2.5%</td><td>5.8%</td><td>8.3%</td></tr><tr><td>GM</td><td>3.3%</td><td>3.6%</td><td>6.9%</td></tr><tr><td>England</td><td>2.8%</td><td>3.2%</td><td>6.0%</td></tr></table>		NEET	Not known	Total	Bolton	2.6%	4.3%	6.8%	Bury	3.7%	0.2%	3.9%	Manchester	2.9%	6.5%	9.4%	Oldham	4.9%	2.3%	7.1%	Rochdale	3.8%	2.9%	6.7%	Salford	5.9%	1.3%	7.3%	Stockport	2.1%	0.7%	2.8%	Tameside	4.2%	3.7%	7.9%	Trafford	2.2%	3.9%	6.1%	Wigan	2.5%	5.8%	8.3%	GM	3.3%	3.6%	6.9%	England	2.8%	3.2%	6.0%	<p>26.8% (15,300) of 16-19 year olds in GM were unemployed in the year to September 2017, up from 22.1% (11,700) for the previous year</p> <p>4.0 percentage points behind the target trajectory</p> <p>29.5% for males 23.5% for females</p>
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Supporting indicators

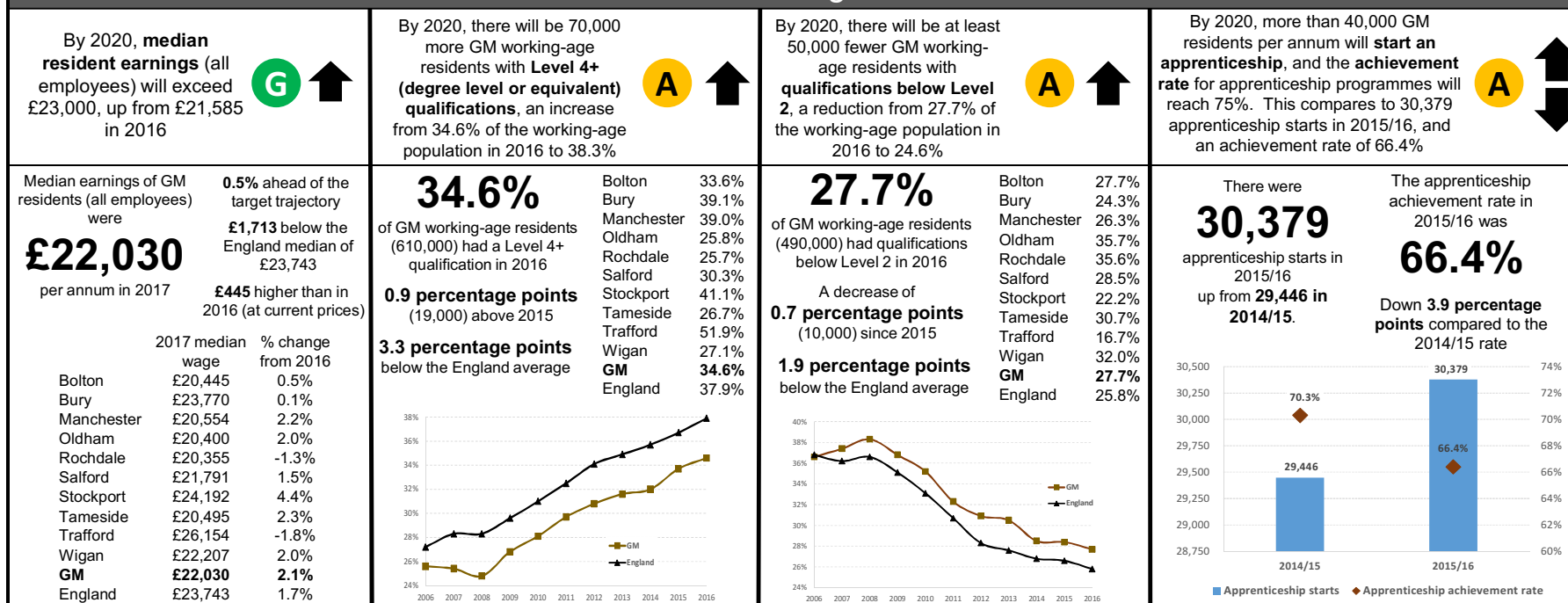
<p>15,859 bed days for children and young people aged under 18 in CAMHS tier 4 wards in the year to March 2017. This equates to 252 per 10,000 children <18, below the England average of 334</p> <p><i>Note: comparable 2015/16 data are not available</i></p> <p>G</p>	<p>The average Progress 8 score for GM Key Stage 4 pupils in 2016/17 was -0.11, indicating that pupils made 0.11 of a grade less progress than the national all schools average</p> <p><i>Note: revised data, not yet finalised. Comparator data cannot be quoted due to methodological changes</i></p> <p>R</p>	<p>36.3% of 10-11 year old children in GM were overweight or obese as of 2016/17, above the England average of 34.2%</p> <p>An increase of 0.5 percentage points since 2015/16</p> <p>A ↓</p>
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Context and challenges

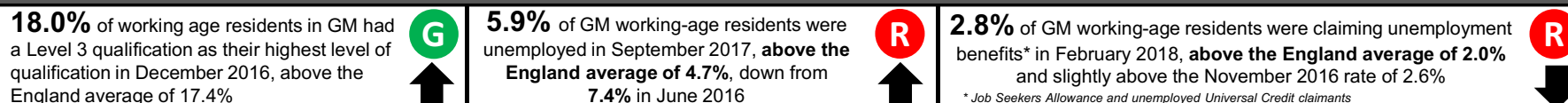
- The above indicators will be reviewed in light of the developing GM life readiness workstream, to ensure they enable progress to be tracked across all relevant areas. This may also have implications for measures under the other priorities, particularly Priority 3. We are developing 'life readiness' indicators (by autumn), which should help to identify the number of young people in GM not life ready and therefore more likely to be at risk of becoming NEET. A life readiness programme of work is being developed to support young people to succeed.
- The number of looked after children (LAC) has increased after two consecutive years of reductions, although the increase was below that for England as a whole. Nearly half of the GM increase was accounted for by LAC who were unaccompanied asylum-seeking children. The GMS Implementation Plan will include a consistent GM Edge of Care offer to improve risk management and reduce demand, although it will take time before the impact of such initiatives becomes felt.
- Educational performance is varied and has fluctuated over recent years, with relatively strong performance at Key Stage 2, but Key Stage 4 outcomes more reflective of underperformance in early years' outcomes. Therefore, focus is required on the transition from primary into secondary education achievement.
- Youth unemployment has risen and will be a challenging target to meet by 2020. The Life Readiness work and the youth specific elements of the Work & Health programme will help support young people and reduce youth unemployment in future.
- Significant mental health investment will support achievement of GM's ambition that no child who needs mental health support will be turned away.

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

GMS targets



Supporting indicators

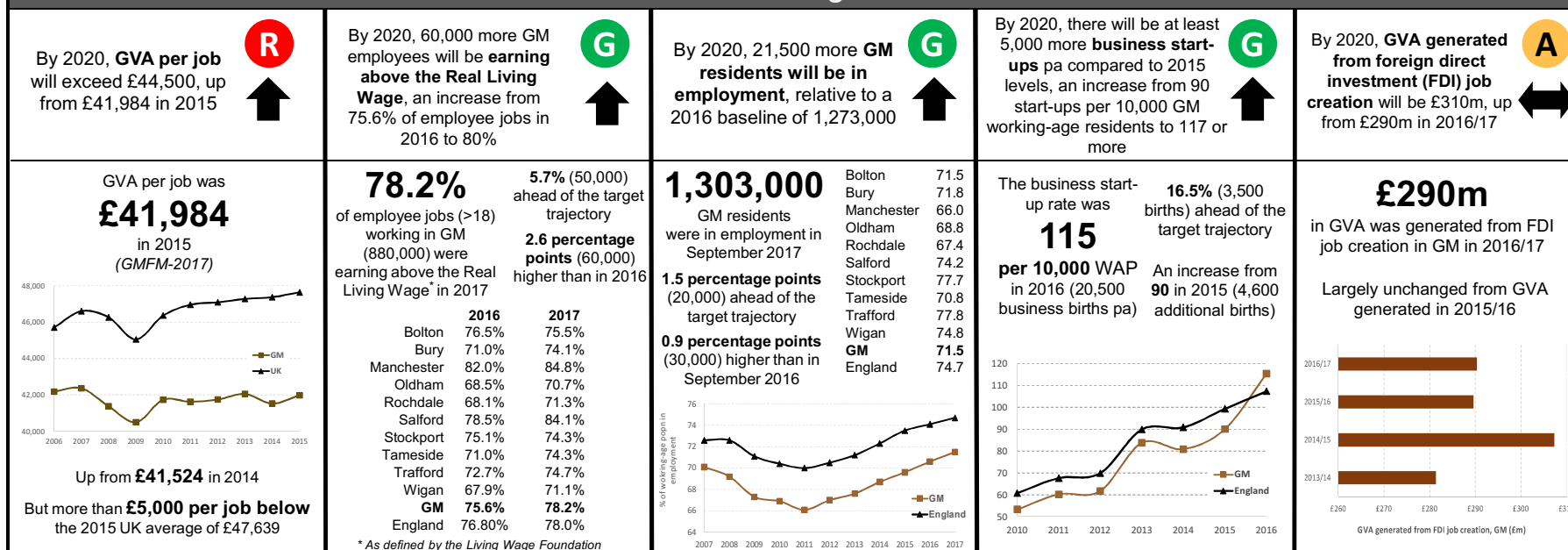


Context and challenges

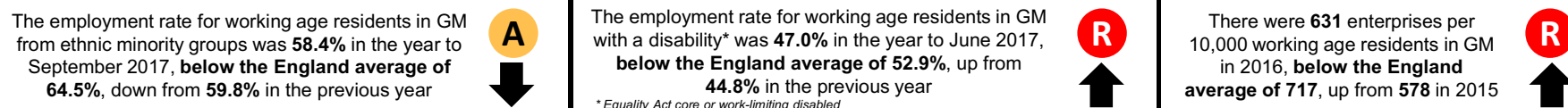
- Whilst GM skills levels have been improving since 2004, relative performance remains poor. There are skills gaps and shortages across our key sectors, particularly at higher technical and technician levels, where there is a mismatch between skills supply and demand. The publicly funded post-16 skills system is characterised by a high volume of lower level skills and a low volume of higher level skills, the reverse of what is needed. Provision of information, advice and guidance (IAG) is fragmented, and vocational pathways for 16-19 year olds / young adults need improvement.
- The foundations for poor educational attainment are set early, with a lack of 'school readiness' and poor GCSE performance. The implications are that the further education system, and in particular the Adult Education Budget, is substantially absorbed with 'second-chance' provision. In response, we are reviewing adult skills investment and delivery, and targeting specific labour market outcomes for learners. We are also working closely with providers to encourage more Level 4 provision and dynamic careers education and IAG in schools. Apprenticeship activity includes the GM public sector apprenticeship and apprenticeship strategy, and preparing and piloting the introduction of new T levels.
- Unemployment remains a challenge. Policies such as Working Well have been successful and are being developed through the new Working Well Early Help and Work & Health programmes. Further devolved powers and flexibilities could give GM more potential to reduce unemployment in the future.
- The future GM Industrial Strategy will set out GM's plans and future devolution opportunities.

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

GMS targets



Supporting indicators


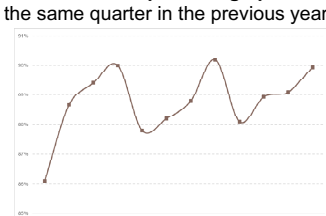
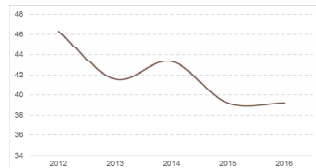



Context and challenges

- Despite increasing in absolute terms, GM's GVA per head of the resident population (a measure of the productivity of a place) has consistently been below 90% of the UK average over the last decade. GM's total 'output' gap with the national average currently stands at £10bn. That is, if GVA per head in GM were the same as the national average, GM's economy would be a fifth larger.
- GM is on track to meet Real Living Wage targets, but distribution, particularly at the lower pay end, is key. We recognise the need to reduce the number of people on less than the real living wage as well as increasing the overall number above it.
- Positive recent progress is evident on business start-ups, with the challenge of maintaining that and supporting increasingly high value start-ups. GM will focus its business support activities on supporting and growing our high-value sectors, and driving productivity in our high employment sectors.
- There are considerable differences in performance across GM and distributional analysis will examine the impact of this on communities and population in terms of driving a thriving economy in all parts of GM. We need to address the low employment rate for people from ethnic minority groups or with disabilities if we are to achieve our inclusive economy ambitions; on both measures we lag the national average. Whilst the overall employment rate and that for people with a disability increased over the last year, it decreased for people from ethnic minority groups.
- The Town Centre Challenge is part of our response and driving growth across GM will be central to our local industrial strategy.

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

GMS targets

<p>By 2020, the proportion of journeys to work by modes other than the car will have reached 32%, up from 29% in 2015</p> <p>A ↔</p>	<p>By 2020, 90% of journeys by road during the morning peak period will be completed within the typical journey time, up from 88.5% in March 2017</p> <p>G ↓</p>	<p>By 2020, annual average roadside NO₂ concentrations across the GM monitoring network will be below 30mg per m³, down from 39mg per m³ in 2016</p> <p>A ↔</p> <p>By 2020, no GM monitoring sites will exceed 10mg per m³ for PM_{2.5}, down from 3 out of 4 sites exceeding in 2016</p> <p>A ↔</p>	<p>By 2020, the average download speed across fibre, cable, mobile and wireless will exceed 60 Mbps, compared to a Q4 2017 baseline of 32 Mbps</p> <p>G ↑</p>																																				
<p>29% of people used modes of transport other than the car to travel to work in 2016</p> <p>0.6 percentage points behind the target position</p> <p>Unchanged from 2015</p> 	<p>89.9% of GM highway network journeys were completed within the "typical journey time" in Q2 2017/18</p> <p>1.2 percentage points ahead of the target position</p> <p>A decrease of 0.3 percentage points on the same quarter in the previous year</p> 	<p>39.2 mg per m³ annual average roadside NO₂ concentrations across the GM monitoring network in 2016</p> <p>Unchanged from 2015</p>  <p>75% of GM monitoring sites exceeded 10mg per m³ for PM_{2.5} in 2016</p> <p>Unchanged from 2015</p>  <p><i>Note: the original GMS indicators and targets have been replaced with these new measures, due to issues with the methodology / baseline data. The current RAG ratings are based on comparison with the previous year, as the latest reported position is the target baseline</i></p>	<p>31.9 Mbps average download speed as of Q4 2017</p> <p>2.5 Mbps above the England average</p> <p>4.5 Mbps higher than in Q4 2016</p> <p>Average download speed by local authority (Mbps) as of Q4 2017 and Mbps change from Q4 2016</p> <table><tr><td>Bolton</td><td>34.2</td><td>3.4</td></tr><tr><td>Bury</td><td>27.6</td><td>3.6</td></tr><tr><td>Manchester</td><td>31.4</td><td>5.8</td></tr><tr><td>Oldham</td><td>31.7</td><td>4.9</td></tr><tr><td>Rochdale</td><td>25.7</td><td>1.9</td></tr><tr><td>Salford</td><td>32.9</td><td>2.2</td></tr><tr><td>Stockport</td><td>34.3</td><td>3.2</td></tr><tr><td>Tameside</td><td>26.8</td><td>3.3</td></tr><tr><td>Trafford</td><td>33.6</td><td>5.2</td></tr><tr><td>Wigan</td><td>36.5</td><td>8.4</td></tr><tr><td>GM</td><td>31.9</td><td>4.5</td></tr><tr><td>England</td><td>29.4</td><td>4.8</td></tr></table>	Bolton	34.2	3.4	Bury	27.6	3.6	Manchester	31.4	5.8	Oldham	31.7	4.9	Rochdale	25.7	1.9	Salford	32.9	2.2	Stockport	34.3	3.2	Tameside	26.8	3.3	Trafford	33.6	5.2	Wigan	36.5	8.4	GM	31.9	4.5	England	29.4	4.8
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Wigan	36.5	8.4																																					
GM	31.9	4.5																																					
England	29.4	4.8																																					

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

Supporting indicators

<p>39.2% of all GM journeys were made by walking, cycling or public transport between 2014-16</p> <p>G ↑</p> <p>1.3 percentage points higher than 2013-15</p>	<p>84.7% of GM residents had Level 4 or above accessibility to the public transport network at peak times, as of February 2017</p> <p>G ↑</p> <p>An increase of 1.3 percentage points on the previous year</p>	<p>56.3% of short journeys (under 2km) in GM were completed by walking or by cycling in 2014-16</p> <p>G ↑</p> <p>An increase of 0.1 percentage points since 2013-15</p>	<p>77.9% of GM residents had all five basic digital skills in November 2016</p> <p>A ↑</p> <p>An increase of 2 percentage points since November 2014</p> <p>1 percentage point below the UK average</p>
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Context and challenges

- GMCA and local authority investment in transport services and infrastructure, including cycling and walking, has supported modest performance gains. Further investment and bus service reform should deliver a more integrated network, further improving connectivity.
- Tackling poor air quality is a key GM priority, requiring significant national as well as local intervention. Measures agreed in the GM Low Emission Strategy and the Air Quality Action Plan, published in December 2016, are now being delivered. GM local authorities, working with TfGM, are also undertaking a detailed feasibility study as part of development of the GM Clean Air Plan, which seeks to address any exceedances anticipated beyond 2020.
- The Digital Strategy sets out that GM, like the rest of the UK, is well behind its international competitor cities in terms of full fibre to the premises (FTTP) connectivity – this is critical to establishing the kind of data-intensive activities that are necessary for a truly world-leading digital city-region. In terms of mobile internet, Wi-Fi provision remains patchy in public places. With regard to digital inclusion, nearly a quarter of GM residents do not possess the five basic digital skills, and we need to focus on getting people online and ensuring they have the digital skills they need for life and work. The Digital Strategy prioritises both areas, including a successful bid to the Department for Digital, Culture, Media & Sport (DCMS) for a £24.8m contribution to a full fibre programme for GM, and a focus on digital skills development across all age groups.

Priority 6 – Safe, decent and affordable housing

GMS targets

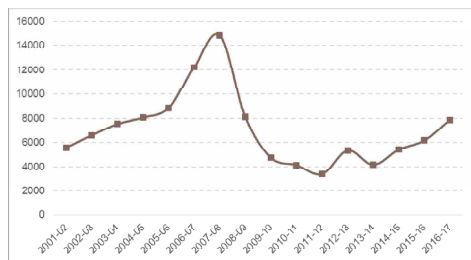
By 2020, more than 10,000 **net additional dwellings** will be built per annum, up from 6,190 in 2015/16



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

940 dwellings ahead of the target trajectory

A further 1,706 **new dwellings** compared to 2015-16



Number of net additional dwellings, 2016/17, and change compared to 2015/16

Bolton	437	-75
Bury	368	33
Manchester	1,792	35
Oldham	326	66
Rochdale	315	7
Salford	2,482	1,384
Stockport	660	337
Tameside	365	-228
Trafford	330	-31
Wigan	817	178
GM	7,892	1,706
England	217,345	27,700

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

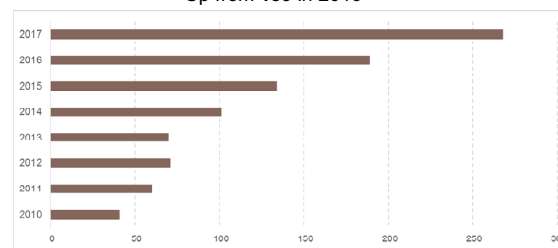


An estimated **268** rough sleepers in GM in 2017, or 0.23 per 1,000 households

Rate per 1,000 households

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

Up from **189** in 2016



Bolton	0.14
Bury	0.12
Manchester	0.42
Oldham	0.02
Rochdale	0.09
Salford	0.44
Stockport	0.08
Tameside	0.44
Trafford	0.05
Wigan	0.21
GM	0.23
England	0.20

Supporting indicators

In 2017, the ratio of lower quartile house prices to median incomes in GM was **4.2**, compared to the England average of **5.0**

Affordability in GM declined slightly compared to 2016, when the ratio was **4.0**



In 2015/16, **0.9%** of GM housing stock (11,150 properties) had been empty for over 6 months, compared to **0.8%** for England as a whole

A **decrease of 723 properties** since 2014/15



In Q3 2017, positive action was successful in preventing or relieving homelessness in **4,685** cases, a rate of **3.9** per 1,000 households, compared to **2.2** for England as a whole

Up on the previous year by **483 cases**



In November 2017, there were **240,300** people in receipt of housing benefit or households in receipt of the housing element of Universal Credit, a rate of **86** per 1,000 of the population, compared to **71.6** nationally.

The gap between GM and the national average closed by 6% when compared to November 2016



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

[This indicator is drawn from responses to Understanding Society, the UK Household Longitudinal Survey. Scoping is underway surrounding the possibility of gathering more timely data using responses to a bespoke GM survey, which would incorporate recognised language from the LGA in relation to resident's opinions of their local area]



Context and challenges

- The Greater Manchester Spatial Framework (GMSF) is looking to accommodate land for 100,000 new jobs and provide around 200,000 new homes in GM over the next 18 years, or around 11,000 new homes a year. A significant increase in house building will be required.
- Significant public and private investment is required. We have agreed a housing deal with Government, with the aim of refocusing housing investment and increasing our collective capacity to enable development of brownfield land and areas with lower land values, in order to provide the right housing in the right places at costs GM residents can afford.
- Homelessness and rough sleeping is a significant and growing problem, increasing by 42% in the last year, and exacerbated by changes in the benefits system, more insecure employment and housing provision. GM has launched a new strategy to tackle the problem, developed by the GM Homelessness Network, focusing on reduction, respite, recovery and reconnection. Nearly £9m of additional funding has been secured to provide housing and support to rough sleepers, with a further £3.8m anticipated to support homelessness reduction. The amount of winter accommodation for rough sleepers increased significantly this year, but not all of this provision is permanent.
- Data on rough sleeping and homelessness are not particularly robust, with real rough sleeping figures hard to identify and homelessness a much wider problem. Work is being undertaken to improve methodologies, and to develop an approach to track the amount of available accommodation and understand how this relates to the number of rough sleepers at a particular point in time.

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

GMS targets

By 2020, GM will have reduced CO₂ emissions to 11mt, down from 13.6mt in 2014

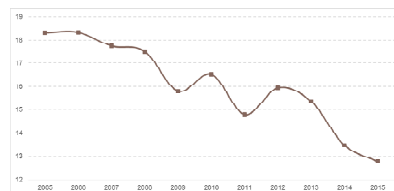


12.8mt

of CO₂ emissions in 2015, or 4.64t per capita

A reduction of **0.7mt** since 2014

0.4mt ahead of the target trajectory of 13.2mt



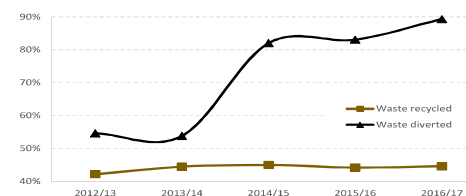
By 2020, 50% of waste in GM will be recycled and 90% diverted, up from 46.7% and 88% respectively in 2016/17



46.7%

of waste recycled in 2016/17

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



88%

of waste diverted in 2016/17

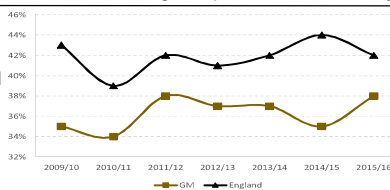
An increase of **5 percentage points** on the previous year

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



38%

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



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

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

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



3.1m

engagements by GM residents with cultural organisations supported by AGMA in 2016/17*

6.6% increase on 2015/16 levels

* This measure only covers participation in cultural provision by AGMA-funded organisations, and counts frequent attendees multiple times. It is likely to be replaced by a new measure developed under the Great Place initiative or through a new GM residents' survey

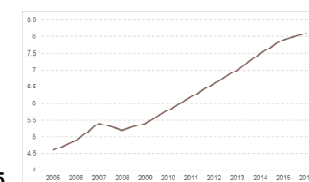
By 2020, the GM visitor economy will be valued at £8.8bn, up from £7.9bn in 2015



£8.1bn

generated by the visitor economy in 2016

An increase of **£0.2bn** since 2015



Supporting indicators

79.4% of GM residents reported that they had high or very high life satisfaction in 2016/17

2.3 percentage points below the England average, **0.6 percentage points** above the GM 2016 position



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

100 more FTEs than in 2015



£810m generated by the conference and business events sector in 2015

Down 2% compared to 2013



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

Up from 27th in 2015



88.8% of GM lodgements had an energy efficiency rating of D or above (EPC/DEC) in Q4 2017

5.2 percentage point above the England average **11.3 percentage points** higher than Q4 2016



29,880 renewable electricity generation installations in GM in December 2017, with a combined capacity of 126,152 kW.

21,299 kW higher than in June 2017, **47.7%** lower per household than the England average.



920 accredited renewable heat incentives in December 2017 with a combined capacity (non-domestic only) of 51.5 MW.

Largely unchanged from September 2017, **62.3%** lower per household than the England average



Context and challenges

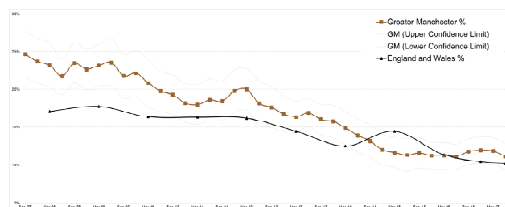
- Performance is on track for both CO₂ and recycling targets. Much of the carbon reduction reported is due to national measures, decarbonisation of the grid, and warmer weather, which reduces the need for heating. We are now looking at the longer term ambitions, including through the March 2018 Green Summit.
- GM still falls significantly behind the national average for local renewable energy production. The reduced level of Feed-in Tariff has reduced uptake of photovoltaic nationally – greater local stimulus and promotion is required.
- Although reported life satisfaction in GM has increased, it is significantly below the UK position, and there is considerable variance across GM districts.
- The key challenge for the visitor economy is to maintain growth in day and staying visits. Business visits in particular have seen little recent growth. We need to remain competitive, increase our profile and introduce new product. Recruitment and retention of staff is an issue, and will be further exacerbated by Brexit.
- We are developing a new approach to assessing the value of engagement with culture through the *Great Place* initiative. There is significant variance in levels of engagement across the conurbation, and better understanding this and targeting of resource to achieve greater parity and a more inclusive GM will be a future focus.

Priority 8 – Safer and Stronger Communities

GMS targets

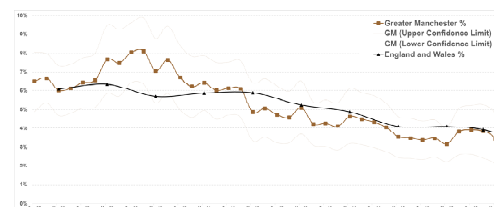
In 2016, 11.8% of GM households said they had been a victim of household crime in the past 12 months. 3.9% of GM residents had experienced personal crime.
Over the period to 2020, victimisation rates will be in line with or below the England & Wales average

11.1% of GM respondents said they had experienced household crime in the year to June 2017, **0.8 percentage points** higher than the most recent national figure
Largely unchanged from June 2016



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

2.1% of GM respondents said they had experienced personal crime in the year to June 2017, **1.5 percentage points** lower than the most recent national figure
1.7 percentage points lower than June 2016

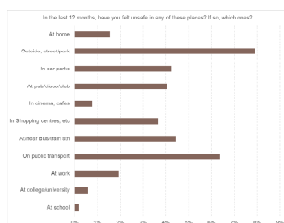


Personal Crime: theft from the person; snatch theft; stealth theft; other theft of personal property; all Crime Survey for England and Wales (CSEW) violence; wounding; assault with minor injury; assault with no injury and robbery. Personal crimes only relate to the respondent's own personal experience,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



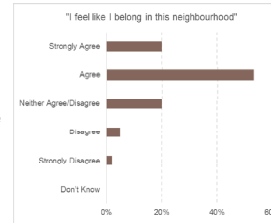
19% of GM respondents reported feeling 'unsafe' in a public location sometime in the past 12 months as of 2015-16

4 percentage points below the national average



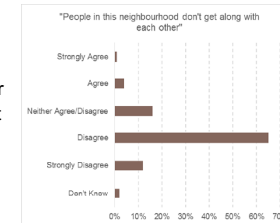
73% of GM respondents agreed or strongly agreed with the statement that 'I feel like I belong to this neighbourhood' in 2014-15

3 percentage points above the national average



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

0.9 percentage points below the national average



[The above headline indicators will be reviewed as part of a wider process to develop the GM Police and Crime Plan (PCP) outcomes framework, to ensure the final suite of measures is balanced and reflective of the breadth of the 'Safe and Strong' business area. The three final measures above – sourced from Understanding Society, the UK Household Longitudinal Survey – are indicative of potential indicators which could be derived from a recurring, pan-GM residents' survey. Targets for these three indicators will be considered as part of the PCP outcomes framework development process; currently, their RAG ratings are based on a comparison with the national average]

Supporting indicators

[The suite of sub-indicators will be finalised in order to ensure consistency with the latest version of the PCP and its underlying outcomes framework (under development). The PCP outcomes framework is likely to include both qualitative & quantitative measures of success and its fit with GMS will be considered in due course]

Context and challenges

- The available indicators suggest that GM is broadly on track to meet our targets. The PCP outcomes framework will have a sharper focus not just on victims but on repeat victimisation and vulnerability, which will be reflected in the final indicator suite for this priority. The finalised indicators will also reflect work requested by the Deputy Mayor for Police and Crime to implement a new survey to gauge resident experiences of safer and stronger communities.
- Local interventions to reduce reoffending are producing positive results; for example, women offenders and intensive community orders for 18-25 year olds.
- The refresh of the Justice Devolution Memorandum of Understanding is under discussion, with an initial focus on women, youth justice, and victims.

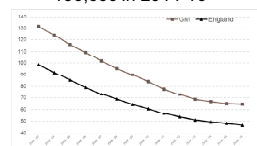
Priority 9 – Healthy lives, with quality care available for those that need it

GMS targets

By 2020, improving premature mortality due to cardiovascular disease will result in 160 fewer deaths per annum



64.7 premature deaths per 100,000 in 2014-16



18.0 per 100,000 above the England average

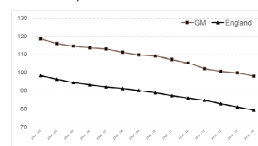
0.5 per 100,000 fewer than in 2013-15

Bolton	61.0
Bury	60.6
Manchester	94.9
Oldham	77.3
Rochdale	71.4
Salford	69.7
Stockport	39.9
Tameside	71.8
Trafford	41.5
Wigan	60.5
GM	64.7
England	46.7

By 2020, improving premature mortality from cancer will result in 350 fewer deaths per annum



98.0 premature deaths per 100,000 in 2014-16



18.6 per 100,000 above the England average

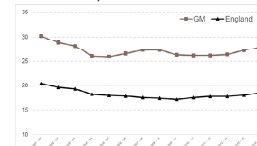
2 per 100,000 fewer than in 2013-15

Bolton	93.5
Bury	87.3
Manchester	128.6
Oldham	102.7
Rochdale	102.5
Salford	109.4
Stockport	82.5
Tameside	97.9
Trafford	81.9
Wigan	92.4
GM	98.0
England	79.4

By 2020, improving premature mortality from respiratory disease will result in 150 fewer deaths per annum



28.0 premature deaths per 100,000 in 2014-16



9.4 per 100,000 above the England average

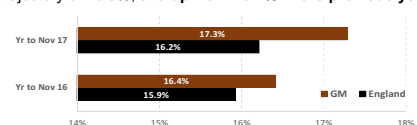
0.75 per 100,000 more than in 2013-15

Bolton	26.7
Bury	21.6
Manchester	46.7
Oldham	26.7
Rochdale	30.1
Salford	37.4
Stockport	18.6
Tameside	27.7
Trafford	21.0
Wigan	23.3
GM	28.0
England	18.6

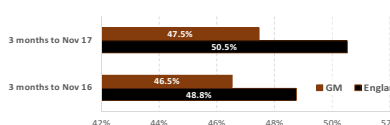
By 2020, access to evidence-based psychological therapies will reach 25% of the population in need, helping a further 33,600 people each year compared to current levels of provision



17.3% of people in GM who had depression and/or anxiety disorders entered treatment for IAPT in the year to November 2017, **0.5 percentage points** ahead of the 2017/18 target trajectory of 16.8%, and up from **16.4%** in the previous year



47.5% of people in GM completing IAPT treatment moved to recovery in the three months to November 2017, **below the England average of 50.5%**, but up from **46.5%** in the three months to November 2016



By 2020, 72.5% of GM residents will be active or fairly active, compared to 71% in 2016. This equates to more than 75,000 more people 'moving' by 2020



72.3% of GM adults (16+) were 'active' or 'fairly active' as of November 2017

An increase of **0.8 percentage points** from November 2016

2.1 percentage points lower than the England average

[Note: unlike the target, these baseline data refer solely to over-16 activity levels. Physical activity levels for <16 year olds will be incorporated on publication of the 'Children's Active Lives' survey in April 2019]

	Active	Fairly Active	Inactive
Bolton	56.7%	14.2%	29.1%
Bury	62.2%	11.4%	26.4%
Manchester	60.6%	13.1%	26.3%
Oldham	61.6%	11.9%	26.5%
Rochdale	53.9%	11.7%	34.5%
Salford	57.5%	11.4%	31.1%
Stockport	64.8%	12.1%	23.1%
Tameside	57.8%	11.8%	30.5%
Trafford	60.2%	12.6%	27.2%
Wigan	57.2%	10.2%	32.6%
GM	61.4%	10.9%	27.7%
England	62.1%	12.4%	25.6%

Supporting indicators

As of 2014-16, **female healthy life expectancy** was **60.6**, **3.3 years** below the national average
Male healthy life expectancy was **59.4**, **3.9 years** below the national average



In 2016, **18.4%** of GM adult residents were **smokers**
2.9 percentage points above the England average
1.6 percentage points lower than 2015



The rate of hospital admissions with **alcohol-related conditions** was 679 per 100,000 of the population in 2016/17
6.8% higher than the England average
3.9% below 2015/16 levels



72.4% of adult social care locations in GM were rated as 'good' or 'outstanding' in March 2018
8.5 percentage points below the England average
[Note: comparable trend data are not available]



24.9% of adults in GM were **obese** (BMI >30) in 2016
0.5 percentage points above the England average
0.5 percentage points higher than 2015



In 2015, one year **cancer survival rates** in GM were **71.2%**
1.1 percentage points below the England average
0.9 percentage points higher than 2014



21.8% of GM residents reported high levels of **anxiety** in 2016/17
2.0 percentage points above the England average
1.8 percentage points higher than the 2015/16 position



Context and challenges

- GM Health and Social Care Partnership is entering Year 3 of delivery of the five-year strategic plan, *Taking Charge*. The Partnership has recently undertaken a major review of the entire health and social care transformation programme, in order to prioritise delivery activity from April 2018 onwards.
- We will continue delivery of major transformation programmes, including on Population Health, Mental Health, Cancer, Urgent and Emergency Care, Tobacco Control, Adult Social Care, Primary Care and Dementia – which will all impact on improving the performance of individual areas highlighted in this report.
- The major structural changes in respect of the advent of ten Local Care Organisations (LCOs) and Single Commissioning Functions will accelerate the pace of this change – and are being backed by investment from the Transformation Fund.
- A key part of our plans is to ensure financial sustainability across the GM health and social care system. We have performed strongly on this since the devolution settlement, but it will remain a significant challenge for the duration of *Taking Charge*.

Priority 10 – An age-friendly Greater Manchester

GMS indicators

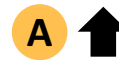
By 2020, 90% of people aged over 50 in GM will identify their neighbourhood as 'very' or 'somewhat' age-friendly, compared to 80% in 2017



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



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

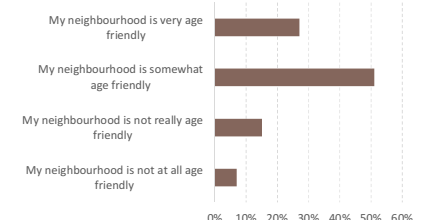


By 2020, we will meet or exceed the national average for the proportion of adult social care users who have as much social contact as they would like



78% of people aged over 50 in eight GM localities identified their neighbourhood as 'very' or 'somewhat' age-friendly, as reported by the Ambition for Ageing programme in December 2017

4 percentage points behind the target trajectory, and slightly lower than in July 2017 (80%)



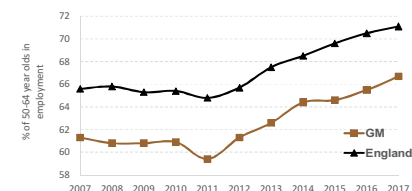
* All data are cumulative. Looking to modify this measure to capture data for all 10 localities through a potential new GM residents' survey

66.7% of 50-64 year old GM residents (327,000) were in employment in September 2017

2.4% (8,000) ahead of the target trajectory at September 2017

Up from **65.5%** (315,000) for the year to September 2016

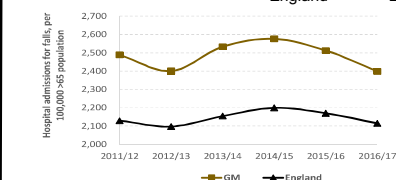
September 2017
Bolton 65.2
Bury 65.5
Manchester 59.0
Oldham 68.4
Rochdale 60.7
Salford 67.1
Stockport 75.5
Tameside 66.5
Trafford 71.2
Wigan 69.3
GM 66.7
England 71.1



2,398 hospital admissions for falls per 10,000 GM residents aged >65 in 2016/17 (10,096 in total)

3.1% behind the target trajectory

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

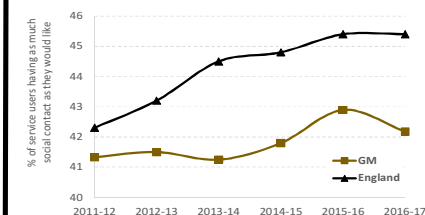


Admissions per 10,000 >65 year olds, 2016/17
Bolton 1,904
Bury 1,784
Manchester 2,540
Oldham 2,478
Rochdale 2,126
Salford 2,942
Stockport 2,546
Tameside 2,143
Trafford 2,421
Wigan 2,820
GM 2,398
England 2,114

42.2% of adult social care service users had as much social contact as they would like in 2016/17*

4.0 percentage points behind the target trajectory

Down from **42.9%** in 2015/16



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

Supporting indicators

In 2016/17, there were **820** admissions to residential and nursing care per 100,000 GM residents aged >65, up from 735 in 2015/16, and significantly above the 2016/17 England average (611 per 100,000)



42.3% of deaths in GM during the year to September 2017 occurred at the person's usual place of residence, very slightly above the figure for the previous year (42.0%), and below the England average for the year to September 2017 (46.4%)



Note that quoted data are provisional

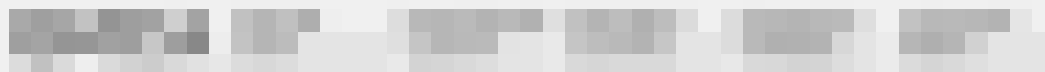
Context and challenges

- Current performance across the range of age-friendly indicators demonstrates significant challenges in a number of areas. Perceptions of the extent to which GM neighbourhoods are age-friendly lag our target expectations, and despite recent improvement, employment rates for 50-64 year olds are significantly below the national average.
- Health and social care outcomes are also relatively poor compared to the national position, with a higher proportion of older people being admitted to hospital due to falls, and a higher rate of admissions to residential and nursing care. Activities such as Working Well (Early Help) and health and social care transformation will go some way to addressing these trends.
- GM is seeking to address the challenges of an ageing population with a positive vision of ageing, embracing longer life and the opportunities it brings both socially and individually. A GM Age Friendly Strategy has been developed, which will deliver the strategic vision of GM becoming the first age-friendly city region in the UK. GM will be a global centre of excellence for ageing, pioneering new research, technology and solutions across the whole range of ageing issues, and increasing economic participation amongst the over-50s. A set of outcome measures will be developed in order to assess progress against Age Friendly Strategy ambitions, and the above indicators will then be reviewed to ensure alignment.

Annex: data sources



Priority	Indicator	Source
Priority 1 - Children starting school ready to learn	1.1 Proportion of Children Achieving a "Good Level of Development" (EYFS Profile)	Early years foundation stage profile results: 2016 to 2017, ONS
	1.2 Low Birth Weight (<2500g) Live Births at Term	PHE Fingertips, 2.01
	1.3 Early Years Settings Rated "Good" or "Outstanding" by OFSTED at most recent inspection	Childcare providers and inspections as at 31 August 2017, Table 7, DfE
	1.0.1 Mothers Smoking at the Time of Delivery	Statistics on Women's Smoking Status at Time of Delivery, England, NHS Digital
	1.0.2 0-4 Year Old Dental Extractions with Decay as the Primary Diagnosis	PHE dental health, extractions data
Priority 2 - Young people equipped for life	2.1 Looked after Children (number, and rate per 10,000 children <18)	Children looked after in England including adoption: 2016 to 2017 (SFR 50/2017)
	2.2 Attainment at the end of Key Stage 2 in reading, writing and mathematics	National curriculum assessments at key stage 2, 2017 (revised) (SFR69/2017)
	2.3 Average Attainment 8 score per pupil, at the end of Key Stage 4	GCSE and equivalent results in England 2016/17 (revised) (SFR01/2018)
	2.4 16-17 year olds who are NEET (not in education, employment or training)	Proportion of 16-17 year olds recorded as NEET or whose activity is not known, end 2016
	2.5 Proportion of 16-19 year olds in employment	Annual Population Survey, NOMIS
	2.0.1 Bed days for children and young people aged under 18 in CAMHS tier 4 wards	Mental Health Five Year Forward View Dashboard Q4 2016/17
	2.0.2 Average Progress 8 score per pupil, at the end of Key Stage 4	GCSE and equivalent results in England 2016/17 (revised) (SFR01/2018)
	2.0.3 Proportion of 10-11 year old children who are overweight or obese	PHE Fingertips - Overview of Child Health
Priority 3 - Good jobs, with opportunities for people to progress and develop	3.1 Median resident earnings, all employees	Annual Survey of Hours and Earnings, NOMIS
	3.2 Proportion of working-age residents with Level 4 qualifications	Annual Population Survey, NOMIS
	3.3 Proportion of working-age residents with qualifications below Level 2	Annual Population Survey, NOMIS
	3.4 Apprenticeship starts and achievement rate	SFA datacube (not publicly available)
	3.0.1 Proportion of working-age residents with Level 3 qualifications	Annual Population Survey, NOMIS
	3.0.2 Proportion of the working-age population who are unemployed	Annual Population Survey, NOMIS
	3.0.3 Claimant rate, unemployment benefits	Claimant Count, NOMIS



Priority	Indicator	Source
Priority 4 - A thriving and productive economy in all parts of Greater Manchester	4.1 GVA per job	GM Accelerated Growth Scenario (AGS) 2017
	4.2 Proportion of employee jobs earning above the Real Living Wage	Annual Survey of Hours and Earnings - ONS user-requested data
	4.3 Proportion of working-age population in employment	Annual Population Survey, NOMIS
	4.4 Number of business start-ups per 10,000 working-age population	Business Demography 2016 (and NOMIS mid-year population estimates)
	4.5 GVA generated from foreign direct investment (FDI) job creation	Data sourced directly from MIDAS
	4.0.1 Proportion of working-age population from ethnic minority groups in employment	Annual Population Survey, NOMIS
	4.0.2 Proportion of working-age population with a disability in employment	Annual Population Survey, NOMIS
	4.0.3 Number of enterprises per 10,000 working-age population	Business Demography 2016 (and NOMIS mid-year population estimates)
Priority 5 - World-class connectivity that keeps Greater Manchester moving	5.1 Journeys to Work	Data sourced directly from Transport for Greater Manchester (TfGM).
	5.2 Journey Time Reliability	
	5.3 Air Quality	
	5.4 Digital Infrastructure	Local broadband information, Think Broadband
	5.0.1 All Journeys by Non-Car Modes	Data sourced directly from Transport for Greater Manchester (TfGM).
	5.0.2 Public Transport Accessibility	
	5.0.3 Short Journeys by Cycling or Walking	
	5.0.4 Digital Inclusion	Get Digital Heatmap, Tech Partnership
Priority 6 - Safe, decent and affordable housing	6.1 Net additional dwellings	Live tables on housing supply: net additional dwellings, Table 122, MHCLG
	6.2 Street count and rough sleeping estimates	Rough sleeping in England, MHCLG
	6.0.1a Lower quartile house prices to average incomes - Prices	Lower quartile price paid for administrative geographies - HPSSA Dataset 15, Table 1a & 4a, ONS
	6.0.1b Lower quartile house prices to average incomes - Median Income	Annual Survey Hours & Earnings, NOMIS - Resident Median Earnings
	6.0.2a Empty housing stock - Empty Dwellings	Live tables on dwelling stock, Table 615, MHCLG
	6.0.2b Empty housing stock - All Stock	Live tables on dwelling stock, Table 100, MHCLG
	6.0.3 Positive action to prevent or relieve homelessness	Live tables on homelessness, Table 792 & 792a, MHCLG
	6.0.4 Housing benefit and universal credit housing component	Stat Xplore
	6.0.5 Resident satisfaction with local community	Understanding Society - The UK Longitudinal Household Study

Priority	Indicator	Source
Priority 7 - A green city region and a high quality culture and leisure offer for all	7.1 CO2 Emissions	UK local authority and regional carbon dioxide emissions national statistics: 2005-2015
	7.2 Waste Recycled and Diverted	Data sourced from Greater Manchester Waste Disposal Authority (GMWDA)
	7.3 Residents Visiting Natural Environment	Monitor of Engagement with the Natural Environment (MENE), Natural England
	7.4 Participation in Cultural Events	Data sourced from Association of Greater Manchester Authorities (AGMA)
	7.5 Visitor Economy	Greater Manchester's Tourism Economic Activity Monitor, STEAM, 2016
	7.0.1 Life Satisfaction	Personal well-being estimates, ONS
	7.0.2 FTE Jobs Supported by the Tourisms Industry	Greater Manchester's Tourism Economic Activity Monitor, STEAM, 2016
	7.0.3 Conference & Business Events	Conference Value & Volume 2016, Marketing Manchester
	7.0.4 Anholt Brand Index	Anholt Brand Index
	7.0.5 Energy Efficiency	Live tables on Energy Performance of Buildings Certificates, Tables LA1 & DEC1, BEIS
	7.0.6a Renewable Energy Generation - Electricity	Sub-regional Feed-in Tariffs statistics, BEIS
	7.0.6b Renewable Energy Generation - Heat	Renewable Heat Incentive statistics
Priority 8 - Safer and stronger communities	8.1 Household crime	Data sourced from the Crime Survey for England & Wales at force level
	8.2 Personal crime	
	8.0.1 Unsafe in a public location	Understanding Society - The UK Longitudinal Household Study
	8.0.2 Neighbourhood belonging	
	8.0.3 People in this neighbourhood don't get along	
Priority 9 - Healthy lives, with quality care for those who need it	9.1 Premature mortality due to cardiovascular disease	PHE Fingertips - 4.04ii
	9.2 Premature mortality due to cancer	PHE Fingertips - 4.05ii
	9.3 Premature mortality due to respiratory disease	PHE Fingertips - 4.07ii
	9.4 Access to evidence-based psychological therapies	Five year forward view dashboard, NHS England
	9.5 Physical activity	Active Lives Survey, Sport England
	9.0.1 Healthy life expectancy	PHE Fingertips - 0.1i & 01ii
	9.0.2 Smoking prevalence	PHE Fingertips - Smoking prevalence in adults (APS)
	9.0.3 Alcohol-related hospital admissions	PHE Fingertips - 10.01
	9.0.4 Adult social care locations rated "Good" or "Outstanding" by the CQC	Care Quality Commission, Care Directory
	9.0.5 Levels of obesity (BMI >30)	Active Lives Survey, Sport England
	9.0.6 One year cancer survival rates	Index of cancer survival for Clinical Commissioning Groups in England, ONS
	9.0.7 High levels of anxiety	Personal well-being estimates, ONS

Priority	Indicator	Source
Priority 10 - An age-friendly Greater Manchester	10.1 Proportion of people >50 identifying their neighbourhood as 'very' or 'somewhat' age-friendly	Ambition for Ageing programme data
	10.2 Proportion of 50-64 year olds in employment	Annual Population Survey, NOMIS
	10.3 Number of falls per 10,000 residents >65	PHE Fingertips - Public Health Profiles
	10.4 Proportion of adult social care users who have as much social contact as they would like	NHS Digital, Measures from the Adult Social Care Outcomes Framework (ASCOF), England 2016-17
	10.0.1 Number of admissions to residential and nursing care per 100,000 people >65	NHS Digital, Measures from the Adult Social Care Outcomes Framework (ASCOF), England 2016-17
	10.0.2 Proportion of deaths in usual place of residence	Rolling Annual death registrations by place of occurrence, England,