

AGMA EXECUTIVE BOARD

18 December 2009

THE MANCHESTER STATUTORY CITY REGION

1 PURPOSE OF REPORT

- 1.1 The Pre Budget Report on 9 December 2009 indicated that the groundbreaking Agreement with central government which had been negotiated over the last months has now been finalised and is presented for signature by AGMA and the Government. The Agreement recognises the role Greater Manchester plays in the national economy and its potential to act as an economic powerhouse which significantly increases national growth rates. The specific measures set out in the Agreement are designed to help the city region realise that potential.

The Agreement contains substantive powers and responsibilities with regard to public service reform, skills, transport, data sharing, creating a low carbon economy, and reinforcing Greater Manchester as a place for science and dynamic international firms. In particular, the city region receives new powers to deliver on local skills requirements, both for adults and post 16, assuming powers comparable to Transport for London and sees real gains on heavy rail, bus and highways. The government and Greater Manchester have made very significant strides in integrating and developing work on better life chances in the city region's most deprived areas. Greater Manchester also becomes the UK's fourth low carbon economic area, which is significant in the move to a low carbon economy, especially as regards the built environment. Investment and various powers are also brought to the city region where housing is concerned.

The Agreement represents a significant milestone in Greater Manchester realising its aspirations to become an economic powerhouse, and the machinery is in place for developing, monitoring and evaluating the actions that have been agreed and working with partners to progress towards the vision and goals of the Greater Manchester Strategy that AGMA agreed earlier in 2009.

2 RECOMMENDATIONS

- 2.1 The AGMA Executive Board is recommended to formally endorse the attached Agreement.

3 BACKGROUND

- 3.1 The 2009 Budget confirmed Greater Manchester as a pilot Statutory City Region (SCR). It recognised the potential that city regions in general, and Greater Manchester in particular, have to drive forward the UK's economy. A first Leaders-Ministers meeting took place in July 2009, and a second in November 2009. In that context, central government and AGMA Leaders negotiated and agreed a series of powers and responsibilities that are devolved to the city region in the Agreement that is annexed.

4 The Statutory City Region Agreement

4.1 Major progress has been made since July, culminating in substantive agreement on a number of key items that will help generate real economic growth in the city region and do so in a way that is consciously designed to ensure everyone contributes and everyone benefits.

4.1.1 Greater Manchester's Employment and Skills Board

It has been agreed that Greater Manchester is to be given new legal powers to direct how public funding for adult skills is spent. These powers are to be deployed through the Commission for the New Economy being designated as a statutory Employment and Skills Board, making it responsible for developing a skills strategy with local employers. New Economy was granted this status following a rigorous assessment of the strength of its links with employers undertaken by the UK Commission for Employment and Skills.

4.1.2 Post 16 provision

With regards to the Young Persons Learning Agency, Greater Manchester will receive a single allocation for 16-19 places in Schools and Further Education from 2011-12 (except Academies funding). In addition, Greater Manchester will secure a range of freedoms and flexibilities in relation to apprenticeships. The AGMA Executive Board will be the primary accountable body for post-16 provision, with the role discharged to the 16-19 sub regional group for Greater Manchester.

4.1.3 Transport protocols and governance

The Agreement evidences a commitment to examine how Manchester as a city region can assume responsibilities and influence comparable to Transport for London. For heavy rail, a series of protocols will provide a basis for a close working relationship between Greater Manchester and DfT. In respect of highways, there will be a more joined-up approach between the Highways Agency and local authority road networks to managing the interface through a series of protocols. On bus, it has been agreed that, through the pilot, DfT and Greater Manchester will undertake a joint piece of work on the issues currently being faced by bus users in the city region which will provide the basis for a range of joint work streams to deliver the required step change in the quality and capacity of the bus network across key corridors. Discussions continue on detailed development of the new governance arrangements.

4.1.4 The spatial pilots

A series of geographical pilots with specific boundaries have been agreed within the workstream areas on early years, better life chances, housing and low carbon economy. A management structure is being established to oversee this work including a 'Place Board' in each District and a steering group for each workstream. The pilots will also continue to be overseen and evaluated by the Joint Commissioning Board and the Senior Officials Steering Group, and the agreed broad framework for evaluation incorporates the work being done within Greater Manchester through the Total Place initiative.

4.1.5 **Integrated Neighbourhood delivery pilots**

The pilots in the area of Better Life Chances in the Most Deprived Areas centre on integrated public service delivery teams. Key partners including local Jobcentre Plus will work on the creation and delivery of these teams, which can task and coordinate delivery on key drivers of deprivation in the pilot neighbourhoods. These pilots will test the impact of a highly integrated public service delivery approach. The aim is to create a scale and pace of change and different ways of working that previous approaches to tackling deprivation have not sufficiently fostered. This work will be complemented by the joint activity that will take place between Greater Manchester and DWP on an Invest to Save pilot, and with DWP, Business Link and the LSC around increasing the number of jobs advertised through Job Centre Plus.

4.1.6 **Data sharing**

Several of the interventions outlined in the Agreement are focused on strengthening the flow of data and enabling an effective integration of services (with the appropriate safeguards) which is recognised as a key priority by Ministers and Leaders. The various government departments involved, including in particular DWP, the Department of Health and CLG have all committed to establish absolute best practice across the public sector as a minimum, within existing legislative frameworks as a starting point, and will enable specific data shares in order to secure clear operational benefits for delivering the GMS.

4.1.7 **Housing and planning**

Greater Manchester is working closely with the HCA and has concluded an initial Single Conversation for 2010-11 in the form of an agreed Local Investment Agreement for Greater Manchester. This will form the basis of other such agreements to follow in future Spending Review periods. The city region is also exploring potential new development models to underpin continued housing delivery in the more challenging economic context. The city region has worked with CLG to establish the parameters of a protocol for the fast tracking of decisions to implement landlord licensing in areas where the bottom end of the market is causing polarisation of vulnerable communities. Work is also ongoing in pilot Districts on an agreed 'local' definition of allocation priorities which would place more emphasis on employment. Finally, Greater Manchester is developing a new integrated approach to spatial and infrastructure planning.

The Housing Minister has also announced that Greater Manchester will be pilot area for a new initiative which is related to the alignment of capital funding streams. This will assist in the delivery of enhanced capacity for resource prioritisation and the delivery of efficiencies. A report on this initiative will be presented to the January meeting of the Executive Board.

4.1.8 **Low Carbon Economic Area**

The city region has now been designated the UK's fourth Low Carbon Economic Area, specialising in the built environment. This reflects its strengths in science and innovation, its track record of delivering major city region projects and a strong evidence base that demonstrates the supply chains and skills capabilities which can underpin robust policy interventions.

4.1.9 **Economic competitiveness**

The review of Science and Research in Greater Manchester will now be discussed with Government. Agreement has been reached on the principle of a new set of Protocols relating to the activities of MIDAS, and on the available scope to improve the targeting of support for local firms in their connection to international markets. Agreement in principle has also been reached to the rapid implementation of broadband.

4.1.10 **Key next steps**

The SCR process has built on and now incorporates the Multi Area Agreement that was signed by Ministers and Greater Manchester Leaders on 14 July 2008. The city region, central government and regional partners will take forward the actions and responsibilities outlined in the Agreement via bilateral conversations and through the Senior Officials Steering Group, future Ministerial meetings, and the Joint Commissioning Board. The Agreement is to be communicated through the AGMA communications structures.

Sir Howard Bernstein
Chair, AGMA Chief Executives Group
18 December 2009

Annex: the Statutory City Region Agreement in full

MANCHESTER STATUTORY CITY REGION PILOT
DELIVERING ECONOMIC GROWTH WITH PUBLIC SECTOR REFORM

The Agreement

This note sets out the preliminary agreement between the Government and the Leadership of the Association of Greater Manchester Authorities (AGMA). It follows work undertaken since the meeting between AGMA and Ministers on 20 July 2009.

This is the first, but not the last substantive agreement between Greater Manchester and the Government. It has two purposes:

- to set out those areas where Manchester and the Government have agreed that changes in policy and/or governance are agreed, and the next steps to be taken
- to provide, as per the meeting and agreement in July, the basis of an on-going dialogue between officials to identify important areas of policy, including those arising out of the pilots, where changes would be beneficial to raising the rate of growth in the city region

Further proposals will be brought forward to Ministers and Leaders for consideration in due course. This will include the development of robust governance arrangements within Greater Manchester, building upon its existing strengths, to ensure that it has the capacity to assume these new roles and responsibilities particularly in relation to Transport.

Introduction - why Statutory City Region status should deliver greater economic growth

Manchester and government officials, together with regional partners have continued to develop the SCR proposals and shape the form of pilot activity. These are set out in Annex 1.

The process continues to build on work that has already taken place – the MAA and evidence from the Manchester Independent Economic Review (MIER) taken through the Greater Manchester Strategy (GMS). The MIER highlighted how the city region has the scale and density to increase its economic growth rate if it can address its low productivity. A critical element in tackling this issue is the implementation of a public sector reform strategy that focuses on increasing the strength and diversity of Manchester's economic base as well as the productivity and efficiency of Manchester's labour force. In doing so, the city region would be best placed to deliver on its key outcomes of more skilled residents and more resilient communities.

This SCR pilot recognises that realising this opportunity is a national priority. It is about improving Manchester's productivity by working through difficult decisions to model public service innovation, build practical models of deeper co-ordination at all levels and enable a more responsive approach to economic opportunities. By co-ordinating the actions of government departments, regional/sub-regional partners and local teams, the impact of the pilot will be felt across a national scale.

Key items agreed by Ministers and the Leadership of AGMA

1. Spatial pilots and the evaluation framework

A series of pilots has been agreed with geographical boundaries within the work stream areas of early years, better life chances in the most deprived areas, housing and the low carbon economy. The spatial pilot areas are summarised in Annex 2.

Each Local Authority has agreed to establish a 'Place Board' to manage the geographical pilots within that District and act as the primary accountable body. The Board will be chaired by the Council's Chief Executive and open to officers from all relevant local, national and regional partners.

The Northwest Development Agency (NWDA) is a partner of the city region pilot and co-chairs the Joint Commissioning Board (JCB). The JCB will assist in overseeing the pilots, as well as the preparation of the Greater Manchester Delivery Plan for approval by AGMA and the NWDA. Additionally, the Officials Steering Group will act as the primary forum for monitoring progress and ensuring effective co-ordination at all levels.

In respect of activity on Total Place, the spatial pilots for early years' are being used as the central theme for Greater Manchester. Greater Manchester will develop a methodology with CLG, the NWDA and Treasury, applicable to all pilot activity, to address how the costs and benefits of different interventions and working models are assessed. Furthermore, this methodology will consider how existing programmes and priorities can be aligned to secure better outcomes. This will be the subject of bi-lateral discussions over the next few months.

A Task & Finish group representing Greater Manchester, the NWDA and central government departments has agreed a broad framework for evaluation, which will have initial focus on the spatial pilots. This will be finalised before operation by 1 April 2010 when the pilots go live.

2. Integrated Neighbourhood delivery pilots

Local Jobcentre Plus will work with the city region on the creation and delivery of 'integrated public service delivery teams' which can task and coordinate delivery on key drivers of deprivation in pilot neighbourhoods. This would include the development of clear and accountable local leadership roles for these partnership teams. Jobcentre Plus locally will also help to develop, a 'Public Service Reform Board for Deprived Areas' at Greater Manchester level which will ensure that work at city region and regional levels is deliberately complementing the local efforts. Finally Jobcentre Plus locally and DWP will help develop a shared evaluation framework, which can inform Greater Manchester and DWP nationally about the impact of this approach and potentially help inform the national approach to efficiencies and effectiveness that can be driven through collective public service efforts.

The integrated neighbourhood delivery pilots will complement the joint activity that will take place between Greater Manchester and DWP on the forthcoming Invest to Save pathfinder. Greater Manchester will work with DWP and local JCP partners to shape the pathfinder - particularly ensuring that it builds on existing best practice with this client group and has clear links with the neighbourhood delivery pilots - and to align local health, children's services and skills services with the DWP contracted activity.

3. Data sharing

Several of the interventions outlined in this agreement are focused on improving the way that public sector agencies integrate their services, particularly in relation to the city region's most deprived areas. The development of effective systems that strengthen the flow of data and enable an effective integration of services (with the appropriate safeguards) is recognised as a key priority by Ministers and Leaders.

The various government departments involved, including in particular DWP, the Department of Health and CLG have all committed to working with the city region to overcome barriers that exist and might emerge in this area, drawing on data-sharing initiatives around the country. This work is expected to establish absolute best practice across the public sector as a minimum, within existing legislative frameworks as a starting point, and will enable specific data shares in order to secure clear operational benefits for delivering the GMS.

If required, a Ministerial meeting involving the appropriate departments will be convened early in 2010 to agree the detailed the detailed arrangements for data sharing.

4. Greater Manchester's Employment and Skills Board

It is agreed that the Board of the Commission for the New Economy will be established as the Employment and Skills Board for Greater Manchester, and that the powers under Section 4 of the Further Education Act 2007 will be granted. Greater Manchester has agreed the UKCES' recommendations and Greater Manchester will implement these as outlined in the letter to the Secretary of State dated 2 December 2010.

Through these statutory 'Section 4' powers, the city region will be able to set its own skills policy and work with the NWDA (under new arrangements and responsibilities) to ensure it is aligned with, reflected throughout and embedded within the regional strategy and associated investment plan. This will also inform the national framework and ensure that the Skills Funding Agency and National Apprenticeship Service (NAS) commission with reference to Greater Manchester's priorities. The AGMA Executive Board will be the accountable body for determining policy.

5. Post 16 provision

With regards to the Young Persons Learning Agency (YPLA) budget, Greater Manchester will receive a single allocation for 16-19 places in Schools and Further Education from 2011-12 (except Academies funding). As part of this new arrangement:

- AGMA will determine its own commissioning priorities, operating within the statutory national commissioning framework
- there will be absolute flexibility for Greater Manchester to determine how many places are funded in Schools and FE within the overall budget available
- it will be Greater Manchester's responsibility to determine the allocation of places and mix of provision to providers except for apprenticeships
- it will be possible to vire learner numbers/ places and consequently money from the YPLA pot into apprenticeships and vice versa

Greater Manchester will determine the mix and number of places needed which in turn will determine the funding based on the National Funding Methodology. In respect to the apprenticeships budget, there will be a clearly defined allocation that the city region can treat as part of the Single Revenue Budget. This will be ring fenced for Greater Manchester for young people who started their apprenticeships when they were between 16 and 19 years old. Furthermore, it will be possible to vire money from apprenticeships into the YPLA pot provided that an initial apprenticeship target is agreed with NAS.

The city region will have the freedom to determine the number of apprenticeships and in which spatial/occupational areas any new provision (linked to an economic need) will be encouraged. Whilst the city region will generate demand for apprenticeships from employers, NAS and Greater Manchester will agree the procurement needed and contracts will be issued by the SFA who will pay providers through its existing systems. Greater Manchester will be able to hold NAS to account and ensure that it delivers any quality improvements needed and NAS will provide any support required to develop new frameworks.

The 16-19 sub regional group (SRG) for Greater Manchester reflects the importance that the city region places on 16-19 planning and commission. The SRG has a direct reporting to the AGMA Executive Board in line with the arrangements for 14-19 reform within the wider remit of 0-19 education. Whilst the AGMA Executive Board will be the primary accountable body for post-16 provision, the role will be discharged taking account of national and regional priorities.

6. Transport protocols and governance

There is a commitment to examining how Manchester as a city region can assume responsibilities and influence comparable to TfL alongside the robust governance arrangements necessary to support this.

For heavy rail, a series of protocols will provide:

- a robust basis for a close working relationship between Greater Manchester and DfT on the development of HLOS 2 including an evidence base to enable forward planning and define future rail capacity needs
- a clear voice for Greater Manchester in the process of developing franchise service specifications using the Southern Franchise arrangements as a starting point
- a seat at the table with DfT and Network Rail in capital investment decisions including bespoke studies such as the Manchester Hub, High Speed Rail and Network Rail's regular capital programmes

In respect of highways, there will be a more joined-up approach between the Highways Agency (HA) and local authority road networks to managing the interface through a series of protocols which will provide for:

- a new group involving DfT, HA and the city region with the remit of reviewing and developing all schemes relating to the road network in Greater Manchester including both the HA and local road networks
- an agreed basis for joint working between the HA and the city region on strategic studies, research projects and evidence-based pieces of work
- the feasibility of London-style arrangements for the day to day management of the road network being examined in the longer term alongside a 'quick win' interim scenario which would see real improvements in network management through a new strategic group, a high level protocol and a series of Service Level Agreements and improved delivery based around integrated traffic control arrangements for Greater Manchester.

On bus, it has been agreed that, through the pilot, DfT and Greater Manchester will undertake a joint piece of work on the issues currently being faced by bus users in Greater Manchester which will provide the basis for a range of joint work streams to deliver the required step change in the quality and capacity of the bus network across key corridors.

New funding mechanisms will be explored to support Manchester as an economic powerhouse for the UK and to underpin the delivery and extension of the Greater Manchester Transport Fund.

Finally, discussions are underway between DfT and Greater Manchester on a series of high-level principles which should underpin transport governance reform in the city region. DfT view these principles as 'critical to the success of the governance reform and to unlocking greater devolution of responsibilities to the city region'. Officials from Treasury, CLG and DfT will work urgently with officers from Greater Manchester to support the detailed development of new governance arrangements

7. Housing and planning

Greater Manchester is working closely with HCA and has concluded the initial Single Conversation for 2010-11 in the form of an agreed Local Investment Agreement for Greater Manchester. This will form the basis of other such agreements to follow in future Spending Review periods. Greater Manchester is also exploring potential new development models to underpin continued housing delivery in the more challenging economic context.

The city region has worked with CLG to establish the parameters of a protocol for the fast tracking of decisions to implement landlord licensing in areas where the bottom end of the market is causing polarisation of vulnerable communities. This protocol will be finalised and officially launched in December 2009.

Government will also work with Greater Manchester to explore the options around establishing a general consent for landlord licensing schemes.

In respect of a revised allocations policy, five Districts within Greater Manchester are currently working on an agreed 'local' definition of allocation priorities which would place more emphasis on employment. CLG agrees to support the pilot to maximise take up within the designated pilots authorities of the freedoms and flexibly afforded by recent case law (Newham) and promoted by the Fair and Flexible Guidance. CLG will work closely with the pilots to assess the extent to which current flexibilities allow Greater Manchester to achieve its objective of balanced sustainable communities.

Finally, Manchester is continuing to develop a new integrated approach to spatial and infrastructure planning. Working with the NWDA and HCA, this builds on the MIER's findings on responding to residential and business property supply and demand. A new spatial framework is expected to be in place by June 2010.

8. Low Carbon Economic Area

The Manchester city region has been designated as the UK's fourth Low Carbon Economic Area (LCEA), specialising in the built environment to reflect its strengths in science and innovation, its track record of delivering major city region projects and a strong evidence base that demonstrates the supply chains and skills capabilities which can underpin robust policy interventions.

Greater Manchester will use its LCEA status to fulfil five objectives over a five year period: accelerated economic growth; accelerated carbon abatement; increased employment and skills progression; further development of low carbon innovation and technology; enhanced infrastructure.

In order to deliver these benefits for the city-region and UK, Greater Manchester will work with Government departments, the HCA and NWDA to develop a City Region joint delivery plan. This will focus on driving skills progression, business support, and the attraction of private investment into the market and the dissemination of best practice across the UK, including identifying opportunities and available resources to support the plan. Greater Manchester will also work with Government, HCA and NWDA to develop and appraise proposals for building retrofit in order to support the five objectives.

9. International connectivity

A joint Greater Manchester, NWDA and UKTI review of how to increase the internationalisation of the city region's firms is being completed. The review is designed to stress test the responsiveness of existing support packages available on internationalisation. It profiles the types of firm in the Greater Manchester context that are most amenable to internationalisation, thereby increasing productivity. A small sample of 28 Greater Manchester firms meeting agreed criteria was chosen. The findings and the sample are still subject to further detailed analysis. Greater Manchester, NWDA and UKTI will work together on meeting the recommendations of this review, including flexing the focus of current arrangements if necessary. It is recognised that there is scope for further discussion in considering how to improve the targeting of firms in Greater Manchester with regards to further internationalisation.

The Department of Business, Innovation and Skills and UKTI support the development of a dedicated bilateral Protocol between the two principal agencies that bring investment to Greater Manchester: MIDAS and the NWDA¹. This will better enable the city region to develop and implement a trade and investment strategy built on its own comparative advantages. By working closer together, Greater Manchester and the wider North West region can increase inward investment and attract and retain more internationally mobile businesses in an increasingly globally competitive marketplace.

10. Broadband

Greater Manchester and the NWDA have agreed to the principle that they will work together to extend access to Next Generation Broadband, to businesses and homes across the city region linking strategic assets including New East Manchester, The Corridor and Media City. The Metrolink system will provide further opportunities to extend these proposals. The city region is currently developing a business case.

11. Daresbury

The Government, supported by NWDA has confirmed its commitment to maximise the benefits of the city region's relationship with the Daresbury Science and Innovation Campus by supporting Sir Richard Leese's membership on the new Daresbury Board as the city region representative. It is recognised that the existing Daresbury Board will make any final decision on this.

¹ Those agencies being respectively Manchester Investment Development Agency Service and the North West Development Agency.

12. Building on Greater Manchester's science base

A joint Greater Manchester-NWDA review of the city region's scientific research strengths and their relationship to existing non-university public sector research was commissioned. On recommendations, it said that "action is required on three fronts:

- identification of internationally mobile research and development projects for which Manchester may be a prime location and where joint lobbying and project development may help secure investment for the city region. Hosting such facilities may require additional investment from the UK (as compared with participation alone) but would not reduce investment elsewhere in the country
- identification of how Manchester might play a more significant role in meeting the government's objectives for public service reform which in this instance would mean looking at how joint collaborations, strategic joint ventures and other kinds of partnerships might be encouraged between PSREs and Manchester institutions in ways which improved outputs and lower costs. We understand that consideration is being given to establishing a new research institute for the digital industries. This could be an excellent fit with the City Region's research and other assets
- further investigation of the specific opportunities identified in this report. Subject to further work, it may be the case that investment and estates decisions confronting different PSREs and their parent organisations in any event could be looked at in the context of the Manchester City Region Pilot

The city region, HMT, BIS and the NWDA are in the process of considering their response.

13. Incorporating the MAA

The SCR process has built on the MAA that was signed by Ministers and Greater Manchester Leaders on 14 July 2008. All parties agree that the 'live' MAA commitments for Government and Manchester are now being taken forward through the SCR process.

14. Key next steps

The city region, Government and regional partners will take forward the actions and responsibilities outlined in this agreement via bilateral conversations as well as through the Official Steering Group. It is anticipated that this Group will convene a meeting to discuss matters including spatial pilots, evaluation frameworks and data sharing in January 2010.

Following this meeting, it is likely that a third ministerial meeting will be required in January/February 2010 to agree a position and way forward on areas such as evaluation and governance.

Furthermore, the agreed actions will be embraced by the Greater Manchester Delivery Plan and there will be regular meetings between Ministers and the Chairs and Vice Chairs of AGMA to review progress on the outcomes contained within the Plan.

AGREEMENT AND SIGN-OFF

Signed by:

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Liam Byrne, Chief Secretary to the Treasury,
on behalf of Government

Lord Peter Smith, Chair of Association of
Greater Manchester Authorities, on behalf of
the Leadership of the AGMA

Date: Date:

Annex 1 – SCR pilot priorities and interventions as agreed on 20 July 2009

	Work stream		Intervention
1	Radically improve the early years experience for hard to reach to groups particularly in the most deprived areas	1	Whole family assessment
		2	Voluntary review of services
		3	Integration of various agencies
2 & 3	Increase the proportion of highly skilled people in the city region Attract, retain and nurture the best talent	4	Granting of Section 4 status to Greater Manchester's Employment & Skills Board
		5	Sector progression productivity pilot
		6	16-19 pilot capital
		7	16-19 pilot revenue
4	Improve life chances in the most deprived areas by investing in lifelong skills development and other forms of support so that people can compete in the modern labour market, and by incentivising integration across agencies	8	Most deprived areas: integrated joint agency neighbourhood delivery teams, local commissioning agents, common assessment frameworks, resident incentive scheme, data sharing
		9	Incapacity Benefit Pilot
		10	Progression to work pilot
		11	Improve employer engagement
5	Significantly improve transport connectivity into and within the city region	12	Heavy rail protocol
		13	Integration with the Highways Agency - investment priorities, traffic management measures, research and enforcement.
		14	Buses
		15	Integration of road network management
		16	Development of new/innovative funding mechanisms
6	Improve the housing market, creating quality places to meet the needs of a competitive city region	17	Ensure that the eight existing ALMOs are able to maximise their efficiency and investment potential through a joined up model across GREATER MANCHESTER
		18	Pilot on local flexibilities around lettings policy
		19	Integrated approach to spatial planning
		20	Pilot development of new collaborative public-private housing funding models
		21	Drafting of Protocol on devolution of power to license landlords
7	Rapid transition to a low carbon economy	22	Establishment of a city region network of key stakeholders regarding resilience to changing climate
		23	Pilot on the retrofit of existing domestic and commercial stock
		24	Pilot proposal to establish a multi-sectoral city region Energy Group to inform investment and decision-making in energy supply and infrastructure
		25	Achieve status as a low carbon economic area a
		25	Low carbon transport area b
8	Increase the international connectivity of Manchester's firms, especially to the newly-emerging economies	26	Review of internationalisation focus of public and private sector provision
		27	Drafting of Protocol on opportunity maximisation of Manchester's lead markets and sectors
9	Expand and diversify the city region's economic base by creating the best conditions	28	Development of the business case for a rapid, cost-effective, and scalable connection to transformational next generation broadband

	for innovation accelerated by next generation digital infrastructure	29	Study of city region's strengths and relationship to public-sector research
		30	Ensuring city region representative on Daresbury's new Board
10	Total Place	31	Total Place pilot, taking the early years as its central theme
11	Review city region governance to ensure effective and efficient delivery mechanisms	32	Establishment of Commissioning Board - framework, measures and indicators
		33	Framework for co-ordinated investment, including objective evaluation of projects for maximum positive economic impact and low carbon future and integration of housing, regeneration, transport and economic development funding streams

Annex 2 – Summary of spatial pilot areas

As a result of seeking initial expressions of interest, it has been tentatively agreed to explore several pilots, which are set out in the table below.

Work stream	Spatial pilot areas
Early years	Ardwick (Manchester) Kirkholt (Rochdale) Redvales (Bury) Leigh, Lowton and Golborne (Wigan) East Bury (Bury) Trafford (Partington) Tameside Oldham
Low carbon	Sale West (Trafford) Moss Side (Manchester) The Corridor (Manchester) Elms Estate Whitefield (Bury) Lower Broughton, Lower Kersal and Charlestown (Salford) Dukinfield (Tameside) Collyhurst and St. Mary's (Oldham) Rochdale Media City (Salford).
Better Life Chances	Ardwick (Manchester) St. Mary's and part of Coldhurst (Oldham) Brinnington (Stockport) Partington (Trafford) Bury East (Bury) Winton and Little Hulton (Salford) Higher Broughton, Cheetham Hill and Crumpsall (Manchester and Salford) Hattersley (Tameside) Scholes (Wigan) and Kirkholt (Rochdale)
Housing	Bolton Oldham Manchester Rochdale Tameside Wigan