

# REPORT FOR DECISION

<b>DECISION OF:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>13<sup>TH</sup> DECEMBER 2017</b>
<b>SUBJECT:</b>	<b>GREATER MANCHESTER STRATEGY AND IMPLEMENTATION PLAN 2017</b>
<b>REPORT FROM:</b>	<b>THE LEADER, CLLR RISHI SHORI</b>
<b>CONTACT OFFICER:</b>	<b>Chris Woodhouse</b>
<b>TYPE OF DECISION:</b>	<b>KEY DECISION</b>
<b>FREEDOM OF INFORMATION/STATUS:</b>	This paper is within the public domain
<b>SUMMARY:</b>	The purpose of the report is to update members on the reconsidered Greater Manchester Strategy and the development of a new Greater Manchester Strategy Implementation Plan.
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• note that the new Greater Manchester Strategy has now been launched;</li> <li>• note that a Greater Manchester Strategy Implementation Plan has been published and that this will be updated 6-monthly and progress monitored against a performance dashboard; and</li> <li>• agree to receive regular updates on the GMS Implementation Plan given the Council's key role in delivering the actions set out in this document.</li> </ul>
<b>IMPLICATIONS:</b>	
<b>Corporate Framework:</b>	<b>Aims/Policy</b>
<b>Statement by the S151 Officer:</b>	Do the proposals accord with the Policy Framework? Yes
<b>Financial Implications and Risk Considerations:</b>	The actions set out in the current Implementation Plan are deliverable, as in the main they rely on existing resources. However, it is likely that future resources (in terms of people and revenue/capital spend) will need to be re-shaped to align with the new GMS priorities, with potential additional resource requirements in some areas to deliver the GMS in full. Work is underway (led by GM portfolio chief executives) to consider what resources GM will need to implement the

	commitments in 18/19 and 19/20, which will be used to inform the development of the GMCA's budget and future discussions with Government.	
<b>Health and Safety Implications</b>	There are no health and safety impacts.	
<b>Statement by Executive Director of Resources (including Health and Safety Implications)</b>	Any wider resource requirements will be identified and assessed as above.	
<b>Equality/Diversity implications:</b>	There are no equality implications relating to this report	
<b>Considered by Monitoring Officer:</b>	Yes	
<b>Wards Affected:</b>	All	
<b>Scrutiny Interest:</b>		

## TRACKING/PROCESS

## DIRECTOR:

Chief Strategic Team	Executive/Leadership	Cabinet Member/Chair	Ward Members	Partners
Scrutiny Committee		Cabinet/Committee	Council	

## 1.0 INTRODUCTION

- 1.1 A refreshed draft of the Greater Manchester Strategy (GMS) was approved by the Greater Manchester Combined Authority (GMCA) at its meeting on 28 July 2017 and launched at an event on 28<sup>th</sup> October 2017.
- 1.2 This report provides an overview of the Greater Manchester Strategy, the priorities within it, and the detailed Implementation Plan that accompanies it.

## 2.0 BACKGROUND TO THE GREATER MANCHESTER STRATEGY REFRESH

- 2.1 The Greater Manchester Strategy (GMS) is Greater Manchester's overarching strategy that has set the strategic framework for policy development across Greater Manchester (GM) since 2009. The GSM is "owned" by GM local authorities and the Combined Authority, the GM Local Enterprise Partnership, and the GM Centre for Voluntary Organisation. However, the GSM covers a wider range of areas than is under the remit of these organisations. The buy-in from residents, partner organisations, private businesses, and the voluntary sector – as well as national government – is critical if it is to deliver its ambitions.
- 2.2 This is the third Greater Manchester Strategy and it builds on the substantial progress made since the first was published in 2009 and the most recent version in 2013. The strategy was refreshed to reflect the change in the economic and political climate. In particular:
  - the substantial devolution that is now underway in Greater Manchester;

- the Mayoral election and manifesto commitments; and
  - the changing economic and political climate, particularly the vote to leave the European Union.
- 2.3 In developing the GMS, a “big conversation” with residents was held in winter 2016/17, through online and face-to-face consultation, to gather views on what people want from the strategy. Consultation sessions have also been held with local authorities, businesses, and community/voluntary organisations.
- 2.4 The GMS sets out how it is intended to create a more productive and inclusive city region and addresses education and skills, health, wellbeing, environment, work and economic growth simultaneously, to make a real difference to the lives of those living and working in GM.
- 2.5 The revised strategy keeps GM’s focus on the twin objectives of growth and reform but is structured under ten priorities based on a life journey - building on the “start well, live well, age well” approach. The ten strategic priorities are set out below:
- Priority 1: Children starting school ready to learn
  - Priority 2: Young people equipped for life
  - Priority 3: Good jobs, with opportunities for people to progress and develop
  - Priority 4: A thriving and productive economy in all parts of Greater Manchester
  - Priority 5: World-class connectivity that keeps Greater Manchester moving
  - Priority 6: Safe, decent and affordable housing
  - Priority 7: A green city-region and a high quality culture and leisure offer for all
  - Priority 8: Safe and strong communities
  - Priority 9: Healthy lives, with quality care available for those that need it
  - Priority 10: An age-friendly city region
- 2.6 There are also five key “enablers” that underpin the Greater Manchester approach. These set out how the GMS will be implemented by providing the systems, processes and conditions to do things differently:
- Enabler 1: Communities in control
  - Enabler 2: People at the heart of everything we do
  - Enabler 3: An integrated approach to place-shaping
  - Enabler 4: Leadership and accountability
  - Enabler 5: Taking control of our future
- 2.7 Under each priority the GMS provides a high level statement of the issues, objectives and areas for action, as well as identifying the relevant delivery strategies, desired outcomes and indicators of success.

### **3.0 GMS IMPLEMENTATION PLAN**

- 3.1 For the first time the GMS is accompanied by a detailed Implementation Plan setting out the specific actions and activities required to deliver the vision and ambitions in the GMS. The Plan will be a central tool in monitoring and assessing progress against GM’s ambitions. It has been developed with input from GM districts, GM portfolio and policy leads, and captures input received from a range of stakeholders and Boards including the GM Local Economic Partnership, GM Council of Voluntary Organisations and GM Scrutiny Committees. A link to the implementation plan is attached to this report.

- 3.2 The GMS Implementation Plan is structured around the 10 GMS priorities and the five enablers, with the actions being undertaken in the next six months presented under these 15 headings. A six month timescale has been chosen for this first implementation plan, reflecting the stage of the policy development cycle GM is currently at. The Plan includes the development of several key strategies/plans which will result in detailed actions being developed over the coming months. At the next update of the Implementation Plan, these actions will have been worked up and the GMCA will be in a position to produce a two year plan to 2020.
- 3.3 The current plan is a collation of actions being delivered across all portfolios, which is purposely broad to capture contributions from across the GM system. Some of the actions to be delivered over this six month period, have been highlighted in the Plan as priorities. These are actions which have the potential to make a significant contribution towards the achievement of the GMS ambitions over this time.
- 3.4 Lead organisations for the coordination (not necessarily the delivery) of the action are identified. GMCA portfolio lead responsibilities are also shown. It should be noted that for the actions where the lead is the GMCA, this refers to the activities of the central GMCA team and the 10 districts and GM agencies working collaboratively. It will not be possible to deliver the ambitions in the Plan without the buy-in of districts to these actions, given the significant contribution that is required from their activity across the Plan.
- 3.5 Further work is planned to highlight and develop the interdependencies between the actions in the Plan. This will enable future iterations of the Implementation Plan to present a more sophisticated picture of the interdependencies between the different actions. For example, how investments in transport and housing will contribute to the achievement of town centres being quality places to live and work; or, how work being undertaken on school readiness will impact over time on education, health and work outcomes.
- 3.6 All things being equal, the actions set out in the current Implementation Plan are deliverable, as in the main they rely on existing resources. However, it is likely that future resources (in terms of people and revenue/capital spend) will need to be re-shaped to align with the new GMS priorities, with potential additional resource requirements in some areas to deliver the GMS in full. Work is underway (led by GM portfolio chief executives) to consider what resources GM will need to implement the commitments in 18/19 and 19/20, which will be used to inform the development of the GMCA's budget and future discussions with Government. This work includes an assessment of any areas where further devolution is required to deliver the GMS ambitions.

#### **4.0 GMS PERFORMANCE MANAGEMENT**

- 4.1 The published GMS Implementation Plan will be updated every six months, alongside publication of a GMS "Performance Dashboard" which will track progress against key outcomes and indicators.

- 4.2 The "Performance Dashboard" will bring together the outcome measures and other indicators into a single slide for each GMS priority. The data will be updated every six months along with additional commentary on performance for consideration by districts, the GM Local Economic Partnership and GMCA Boards and other key GM groups (such as Scrutiny Committees, the Reform Board, the Police and Crime Panel and so on). One of the six monthly updates will take the form of an annual "State of Greater Manchester" report which will summarise progress against actions and how GM's performance has shifted over the past year. This would be released to be available for the start of the financial year to help set annual district, GMCA, LEP and other stakeholders' priorities.

## **5.0 LOCAL CONTEXT**

- 5.1 Bury is an integral part of Greater Manchester. As such it is important that there are clear linkages between strategies and outcomes at a Greater Manchester level and locally (including within our Neighbourhoods). To that end Bury's Single Outcomes Framework clearly aligns to the Greater Manchester Outcomes Framework, with the key indicators of success for GM being similar, and in many cases the same for Bury. There will always be slight differences given it is important for Bury to retain a focus on what is most important to our locality, whilst working with the other GM authorities to collaborate on issues that impact upon us all.
- 5.2 The ten priorities in the GMS match well with the priorities of the Council and our partners within Team Bury. The breadth of the priorities aligns well with Bury's existing and emerging strategies, such as the Bury Growth Plan, in that health, education and skills, housing, community safety and life chances are all concentrated on. Whilst locally we might not have specific priorities based on age, as the ones locally look to address the whole population on particular themes, our Single Outcomes Framework and documents such as the Locality Plan and Health and Wellbeing consider a 'life course' approach to ensure all stages of a person's life are covered.
- 5.3 Work will continue to take place to ensure details within the Implementation Plan are woven into the Council's architecture, such as through Cabinet Portfolio workplans and business planning processes.

## **6.0 RECOMMENDATIONS**

- 6.1 Members are asked to:
- note that the new Greater Manchester Strategy has now been launched;
  - note that a Greater Manchester Strategy Implementation Plan has been published and that this will be updated 6-monthly and progress monitored against a performance dashboard; and
  - agree to receive regular updates on the Greater Manchester Strategy Implementation Plan given the Council's key role in delivering the actions set out in this document.

**List of Background Papers:**

- Greater Manchester Strategy: [http://www.greatermanchester-ca.gov.uk/download/downloads/id/405/greater\\_manchester\\_summary\\_-\\_full\\_version.pdf](http://www.greatermanchester-ca.gov.uk/download/downloads/id/405/greater_manchester_summary_-_full_version.pdf)
- Greater Manchester Strategy Executive Summary: [http://www.greatermanchester-ca.gov.uk/download/downloads/id/403/greater\\_manchester\\_strategy\\_executive\\_summary.pdf](http://www.greatermanchester-ca.gov.uk/download/downloads/id/403/greater_manchester_strategy_executive_summary.pdf)
- Greater Manchester Strategy, public-friendly version: [http://www.greatermanchester-ca.gov.uk/download/downloads/id/404/greater\\_manchester\\_summary.pdf](http://www.greatermanchester-ca.gov.uk/download/downloads/id/404/greater_manchester_summary.pdf)
- Greater Manchester Strategy, Implementation Plan: [http://www.greatermanchester-ca.gov.uk/download/downloads/id/406/greater\\_manchester\\_strategy\\_-\\_implementation\\_plan.pdf](http://www.greatermanchester-ca.gov.uk/download/downloads/id/406/greater_manchester_strategy_-_implementation_plan.pdf)

**Contact Details:**