Item 5

Our people, our place: the Greater Manchester Strategy
Greater Manchester Strategy Refresh: Background

- Greater Manchester Strategy is the overarching strategy that has set the strategic framework for policy development across Greater Manchester since 2009.

- Sets out Greater Manchester’s approach to delivering the interlinked objectives of growing the economy and reforming public services.

- Formally owned by the GMCA, the GM LEP, and the GMCVO but buy in from partner organisations, private businesses, and the voluntary, community and social enterprise sector – as well as national government – is critical if it is to deliver its ambitions.

- Decision taken in summer 2016 to refresh due to:
  - the substantial devolution that is now underway;
  - the impending Mayoral election and development of manifestos; and
  - the changing economic and political climate, particularly the vote to leave the EU;

- “Big conversation” held, with online and face-to-face consultation, in winter 2016/17 to get views of residents on what they want from the strategy.

- GMCA signed off revised version in July 2017, with formal launch in October 2017.
Our new strategic approach: a good life journey
Our vision is to make Greater Manchester one of the best places in the world to grow up, get on and grow old.

A place where all children are given the best start in life and young people grow up inspired to exceed expectations.

A place where people are proud to live, with a decent home, a fulfilling job, and stress-free journeys the norm. But if you need a helping hand you’ll get it.

A place of ideas and invention, with a modern and productive economy that draws in investment, visitors and talent.

A place where people live healthy lives and older people are valued.

A place at the forefront of action on climate change with clean air and a flourishing natural environment.

A place where all voices are heard and where, working together, we can shape our future.”
Our new strategic approach: 10 priorities

Let’s make

1. Children starting school ready to learn
2. Young people equipped for life
3. Good jobs for people to progress and develop
4. A thriving economy in Greater Manchester
5. World-class connectivity

Greater Manchester

one of the best

6. Safe, decent and affordable housing
7. A green city for all
8. Safe and strong communities
9. Healthy lives and quality care
10. An age-friendly Greater Manchester

places in the world

GMCA
BOLTON BURY
MANCHESTER OLDHAM
ROCHDALE SALFORD
STOCKPORT TAMESIDE
TRAFFORD WIGAN
Our new strategic approach: 5 ways of working

• **Communities in control.** Everyone with a stake in Greater Manchester has a part to play in our success. It’s about everyone pulling together, including civic leaders, business, the voluntary, community and social enterprise sector and – most importantly of all – local people themselves.

• **People at the heart of everything we do.** All our activity must put people at the centre. Our work must be designed and delivered in partnership with our diverse communities, and integrated across organisations.

• **An integrated approach to “place-shaping”**. We will take an integrated approach to investing in all places in Greater Manchester so that they are attractive environments in which to live, work, visit and invest.

• **Leadership and accountability.** As well as an elected Mayor who is directly accountable to all of the people of Greater Manchester, each Leader has a specific portfolio aligned to the strategy. Working with partners, they will develop a work programme to support the delivery of this strategy.

• **Taking control of our future.** Devolution is now a reality in Greater Manchester. We will continue to make the case for more influence and control over how public money is spent locally.
Our new strategic approach: from vision to outcomes

<table>
<thead>
<tr>
<th>Greater Manchester Strategy vision</th>
<th>... underpinned by these enablers</th>
<th>... delivered through these priorities</th>
<th>... leading to these shared outcomes</th>
<th>... impacting on wider conditions (GMS targets) By 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our vision is to make Greater Manchester one of the best places in the world to grow up, get on and grow old</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A place where all children are given the best start in life and young people grow up inspired to exceed expectations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A place where people are proud to live, with a decent home, a fulfilling job, and stress-free journeys the norm. But if you need a helping hand you'll get it</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A place of ideas and invention, with a modern and productive economy that draws in investment, visitors and talent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A place where people live healthy lives and older people are valued</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A place at the forefront of action on climate change, with clean air and a flourishing natural environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A place where all voices are heard and where, working together, we can shape our future</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Children starting school ready to learn |
- Young people equipped for life |
- Good jobs, with opportunities to progress and develop |
- A thriving and productive economy in all parts of Greater Manchester |
- World-class connectivity that keeps Greater Manchester moving |
- Safe, decent and affordable housing |
- A green city region and a high quality culture and leisure offer for all |
- Safe and strong communities |
- Healthy lives, with quality care available for those that need it |
- An age-friendly city region |
- All GM children starting school ready to learn |
- Reduced number of children in need of safeguarding |
- All young people in education, employment or training following compulsory education |
- Increased number of GM residents in sustained, ‘good’ employment |
- Improved skills levels |
- Improved economic growth and reduced inequality in economic outcomes across GM places and population groups |
- Increased business start-ups and inward investment, and improved business performance |
- Improved transport networks and more sustainable GM neighbourhoods |
- Reduced congestion |
- Future-proofed digital infrastructure that fully supports commercial activity, social engagement and public service delivery in GM |
- High quality housing, with appropriate and affordable options for different groups |
- No one sleeping rough on GM’s streets |
- Reduced carbon emissions and air pollution, more sustainable consumption and production, and an outstanding natural environment |
- Increased local, national and international awareness of, pride in, and engagement with GM’s culture, leisure and visitor economy |
- People feeling safe and that they belong |
- Reduced crime, reoffending and antisocial behaviour, and increased support for victims |
- More sustainable GM neighbourhoods |
- More people supported to stay well and live at home for as long as possible |
- Improved outcomes for people with mental health needs |
- Reduced obesity, smoking, alcohol and drug misuse |
- People live in age-friendly neighbourhoods |
- Inclusive growth and reduced inequality across GM places and population groups |
- Reduced social isolation and loneliness |
- Meet or exceed the national average for the proportion of GM children reaching a ‘good level of development’ by the end of reception |
- 1,000 fewer looked-after children |
- Meet or exceed the national average for young people achieving 5+ A*-C GCSEs |
- 16-17 year old NEETs below the national average |
- Median resident earnings will exceed £23,000 |
- 70,000 more residents with Level 4+ qualifications |
- 50,000 fewer residents with sub-Level 2 qualifications |
- GVA per job will exceed £44,500 |
- 60,000 more GM employees will be earning above the Real Living Wage |
- 21,500 more residents will be in employment |
- At least 5,000 more business start-ups pa |
- 32% of journeys to work will use modes other than the car |
- Digital indicator and target under development |
- More than 10,000 net new homes will be built pa |
- End rough sleeping |
- GM will reduce CO2 emissions to 11mt |
- 50% reduction in the number of times limits are exceeded for NOx and a 20% reduction for PM10 |
- Halve the gap with the national average for visits to the natural environment |
- 5% pa growth in participation at cultural events and venues |
- Victimisation rates (household and personal crime) in line with or below the England & Wales average |
- Match the national average for the % of service users and carers who have enough social contact |
- Improving premature mortality will result in: (i) 160 fewer deaths due to cardiovascular disease pa; (ii) 350 fewer deaths from cancer pa; (iii) 150 fewer deaths from respiratory disease pa; (iii) 33,600 more people pa will be supported with evidence-based psychological therapies |
- 90% of people aged over 50 will identify their neighbourhood as ‘very’ or ‘somewhat’ age-friendly |
- 5,000 more 50-64 year olds will be in employment |

GMCA

BOLTON
BURY
MANCHESTER
OLDHAM
ROCHDALE
SALFORD
STOCKPORT
TAMESIDE
TRAFFORD
WIGAN
Greater Manchester Strategy: Implementation

• First Implementation Plan developed which details the actions and activities required to deliver the ambitions set out in the GMS. Approved by the GMCA in November.

• GMCA Portfolio Leads own and lead the development of GM’s response to the strategic priorities that fall within their remit.

• The Plan notes actions being undertaken in the next six months, reflecting the stage of the policy development cycle Greater Manchester is currently at.

• The Implementation Plan will be updated every six months, alongside publication of a Performance Dashboard which will track progress against key outcomes and indicators

• At the next update of the Implementation Plan, a two year plan to 2020 will be produced.
Implementation: Portfolio leads

- The Mayor and each GMCA leaders have a portfolio lead (NB – these are under review):
  - Mayor Andy Burnham – chair of the GMCA and lead for policy and strategy
  - Baroness Beverley Hughes - Deputy Mayor for Policing and Crime
  - Sir Richard Leese, Manchester City Council - Deputy Mayor for Economic Growth and Business
  - Councillor Rishi Shori, Bury Council - portfolio holder for young people and social cohesion
  - City Mayor Paul Dennett, Salford City Council - portfolio holder for housing, planning and homelessness
  - Councillor Alex Ganotis, Stockport Council - lead for environment, green spaces and air quality
  - Councillor Richard Farnell, Rochdale Council - portfolio lead for Digital City Region
  - Councillor Sean Anstee, Trafford Council - portfolio lead for Skills, Employment, and Apprenticeships
  - Councillor Jean Stretton, Oldham Council - lead for Equality, Fairness and Inclusion
  - Councillor Kieran Quinn, Tameside Council - lead for Finance and Investment
  - Lord Peter Smith, Wigan Council - portfolio lead for the transformation of health and social care services
  - Councillor Cliff Morris, Bolton Council - portfolio lead for culture, arts and leisure

- Responsible for:
  - Political leadership and overall responsibility for the portfolio area, supported by political assistant and lead chief executive
  - Accountability to Mayor and Greater Manchester Combined Authority
  - Ensuring joint working and development of interdependencies with other portfolio areas
  - Oversight of communications
  - Leadership & stewardship of portfolio governance structure
Greater Manchester Strategy: next steps

- Work is now underway on the 2 year implementation plan
- Lead Chief Executive for each of the 10 GMS priorities and cross-cutting work areas has been identified.
- Lead will be responsible for bringing together cross-partnership teams to develop the necessary GM wide ‘transformational’ actions to achieve GMS outcomes and targets
- A CA member of staff has been identified for each of the priorities and cross-cutters to support this task
- Timeline:
  - **Jan**: stakeholder session (including GM and district leads) as soon as possible then a process of development / refinement to develop the transformational actions required to meet GMS outcomes & targets, including interdependencies across GMS priorities and capturing necessary joint working.
  - **Late Jan**: Working draft of GMS Implementation Plan to WLT and Leaders
  - **Early Feb**: Engagement of wider partners (including LEP and VCS), cross portfolio challenge, and finalising Implementation Plan actions
  - **Late Feb**: Final draft GMS Implementation Plan
  - **March**: Final draft GMS Implementation Plan to Leaders, Scrutiny & GMCA
<table>
<thead>
<tr>
<th>GMS Priority</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1</td>
<td>Children starting school ready to learn</td>
</tr>
<tr>
<td>P2</td>
<td>Young people equipped for life</td>
</tr>
<tr>
<td>P3</td>
<td>Good jobs, with opportunities to progress and develop</td>
</tr>
<tr>
<td>P4</td>
<td>A thriving and productive economy in all parts of GM</td>
</tr>
<tr>
<td>P5</td>
<td>World-class connectivity that keeps GM moving</td>
</tr>
<tr>
<td>P6</td>
<td>Safe, decent and affordable housing</td>
</tr>
<tr>
<td>P7</td>
<td>A green city-region and a high quality culture and leisure offer for all</td>
</tr>
<tr>
<td>P8</td>
<td>Safer and stronger communities</td>
</tr>
<tr>
<td>P9</td>
<td>Healthy lives, with quality care available for those that need it</td>
</tr>
<tr>
<td>P10</td>
<td>An age-friendly city-region</td>
</tr>
<tr>
<td>Cross-cutting Digital</td>
<td>Margaret Asquith</td>
</tr>
<tr>
<td>Cross-cutting Policy &amp; Strategy / Reform</td>
<td>Eamonn Boylan</td>
</tr>
<tr>
<td>Cross-cutting Finance &amp; Investment</td>
<td>Eamonn Boylan / Richard Paver</td>
</tr>
</tbody>
</table>
Discussion: implications for SEP

• The Greater Manchester Strategy provides a platform for delivering the ambitions set out in the Skills & Work Strategy.

• Significant number of actions already underway which will support SEP priorities, including:
  – Improving school readiness, through a refreshed early years strategy and a new ‘school readiness pledge’
  – Launching an experience of the world of work programme and a new careers management platform
  – Developing a GM Employer Engagement Framework and an Employers Charter
  – Working with Government to develop a GM Local Industrial Strategy, backed up with investment.
  – Assessing case for bus reform to improve passenger transport
  – Re-writing the GMSF to ensure that we have the right employment and housing sites in GM.
  – Redefining our approach to environment strategy, initially through a Mayoral Green Summit
  – Harnessing the power of our communities, including through a new Accord with the GM VCSE sector
  – Developing the Care 2020 model to address funding challenges and improve outcomes in social care
  – Launching a comprehensive plan setting out the actions to become the UK’s first age friendly city region

• But delivering the ambitions in the Greater Manchester Strategy will require us to work ever more closely together. How can we best do that?

• What should be the *transformational* actions in the Implementation Plan?