

**GREATER MANCHESTER COMBINED AUTHORITY
RESOURCES COMMITTEE**

DATE: Friday, 22nd March, 2024

TIME: 10.00 am – 10.30 am

VENUE: Shaw Room, Oldham Civic Centre, West Street, OL1
1UJ

AGENDA

1. **Apologies**
2. **Chairs Announcements and Urgent Business**
3. **Declarations of Interest** 1 - 4

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer 48 hours before the start of the meeting.

4. **Minutes of the Resources Committee - 26 January 2024** 5 - 8

To consider the approval of the minutes of the Resources Committee held on 26 January 2024.

5. **GMCA Gender and Ethnicity Pay Gap reporting March 2023** 9 - 40

Report of Eamonn Boylan, Chief Executive Officer, GMCA &

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

TfGM.

6. Draft GMCA Business Plan 2024/25 41 - 210

Report of Eamonn Boylan, Chief Executive Officer, GMCA & TfGM.

7. Re-evaluation of Head of Low Carbon Post 211 - 220

Report of Andrew Lightfoot, Deputy Chief Executive.

8. Establishment of Assistant Director of Transport Communications 221 - 230

Report of Andrew Lightfoot, Deputy Chief Executive, GMCA.

Name	Organisation	Political Party
GM Mayor Andy Burnham	GMCA	Labour
Councillor Bev Craig	Manchester CC	Labour
City Mayor Paul Dennett	Salford City Council	Labour
Councillor Mark Hunter	Stockport	Liberal Democrats
Councillor David Molyneux	Wigan Council	Labour
Councillor Eamonn O'Brien	Bury Council	Labour
Councillor Tom Ross	Trafford	Labour

For copies of papers and further information on this meeting please refer to the website

www.greatermanchester-ca.gov.uk. Alternatively, contact the following

Governance & Scrutiny Officer: sylvia.welsh@greatermanchester-ca.gov.uk



This agenda was issued on 14 March 2024 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

Declaration of Councillors' Interests in Items Appearing on the Agenda

Name and Date of Committee.....>

Agenda Item Number	Type of Interest - PERSONAL AND NON PREJUDICIAL Reason for declaration of interest	NON PREJUDICIAL Reason for declaration of interest Type of Interest – PREJUDICIAL Reason for declaration of interest	Type of Interest – DISCLOSABLE PECUNIARY INTEREST Reason for declaration of interest

Please see overleaf for a quick guide to declaring interests at GMCA meetings.

Quick Guide to Declaring Interests at GMCA Meetings

Please Note: should you have a personal interest that is prejudicial in an item on the agenda, you should leave the meeting for the duration of the discussion and the voting thereon.

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

1. Bodies to which you have been appointed by the GMCA
2. Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

You are also legally bound to disclose the following information called Disclosable Personal Interests which includes:

1. You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated).
2. You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
3. Any sponsorship you receive.

Failure to disclose this information is a criminal offence

Step One: Establish whether you have an interest in the business of the agenda

1. If the answer to that question is 'No' then that is the end of the matter.
2. If the answer is 'Yes' or Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

Step Two: Determining if your interest is prejudicial

A personal interest becomes a prejudicial interest:

1. where the wellbeing, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
2. the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

For a non-prejudicial interest, you must:

1. Notify the governance officer for the meeting as soon as you realise you have an interest.
2. Inform the meeting that you have a personal interest and the nature of the interest.
3. Fill in the declarations of interest form.

To note:

1. You may remain in the room and speak and vote on the matter
If your interest relates to a body to which the GMCA has appointed you to, you only have to inform the meeting of that interest if you speak on the matter.

For prejudicial interests, you must:

1. Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting).
2. Inform the meeting that you have a prejudicial interest and the nature of the interest.
3. Fill in the declarations of interest form.
4. Leave the meeting while that item of business is discussed.
5. Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

You must not:

Participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
participate in any vote or further vote taken on the matter at the meeting.

This page is intentionally left blank

**Minutes of the meeting of the GMCA Resources Committee held on
Friday 26 January 2024**

Present:

Andy Burnham	Mayor of Greater Manchester
Councillor Eamonn O'Brien	Bury
Councillor Bev Craig	Manchester
City Mayor Paul Dennett	Salford
Councillor Mark Hunter	Stockport
Councillor Tom Ross	Trafford

Also present:

Eamonn Boylan	Chief Executive Officer, GMCA & TfGM
Andrew Lightfoot	GMCA Deputy Chief Executive
Gill Duckworth	GMCA Solicitor & Monitoring Officer
Steve Wilson	GMCA Treasurer
Julie Connor	GMCA Director, Governance & Scrutiny
Kevin Lee	Mayor of Greater Manchester's Office
Nicola Ward	Statutory Scrutiny Officer

RC/28/23/4 Apologies

Apologies were received and noted from Councillor David Molyneaux (Wigan).

RC/29/23/4 Chairs Announcements & Urgent Business

There were no Chairs Announcements or Urgent Business.

RC/30/23/4 Declarations of Interest

There were no declarations of interest made in relation to any item on the agenda.

**RC/31/23/4 Minutes of the GMCA Resources Committee held on 24
November 2023**

Resolved/-

That the minutes of the meeting of the Resources Committee held on 24 November 2023 be approved as a correct record.

RC/32/23/4 Growth Location Resources – PMO and Delivery Team

Eamonn Boylan, Chief Executive GMCA & TfGM introduced a report which sought approval for two posts within the Core Investment & Delivery Team to support growth location activity. It was acknowledged that the current team was undersized in order to provide the support needed to Local Authorities across Greater Manchester to bring forward investment schemes.

A grant from DHLUC would cover the costs of these posts for a two-year period, however, it was felt important to advertise these roles as permanent in order to attract the best talent. In response to a question regarding the sustainability of these posts, the Chief Executive confirmed that the GMCA central budget would assume the ongoing costs for these posts after the first two years. Members suggested that following the completion of a number of successful schemes there would be a case to put to DHLUC for future revenue funding to support the realisation of future aspirations.

Members of the Committee felt that the growth in this team was vital to ensure the necessary acceleration of delivery but urged that these additional resources be allocated in line with the GM Investment Plan and that they remain flexible to support Local Authorities to bring forward schemes as appropriate. It was also commented that these roles should not complete the work of Local Authorities, but instead add value and encourage simultaneous acceleration at a local level to ensure equitable development across the conurbation. As a result, there may be a requirement to amend relevant CA accountability structures.

The team currently was made up of five officers, and members queried as to whether the addition of two roles would be sufficient to meet the requirements. Officers were content that there would be adequate resources to deliver against the current strategy, but that this may require variation in the future.

It was commented that the added value of Stockport MDC had already been made evident through a collaborative approach to deliver ambitious place-based regeneration, with each partner having a clear and recognised role. Such approach has already been called for in other areas, further emphasising the necessity for these additional posts.

Resolved /-

1. That the creation of a new Assistant Director - Place Post – new role be approved.
2. That the creation of an additional Delivery Manager Post based on existing Delivery Manager role be approved.
3. That in recognition of the significant role of the Core Investment & Delivery Team, that consideration should be given to any required changes to GMCA accountability structures.

RC/33/23/4 Head of Data and Enterprise Architecture Role

Andrew Lightfoot, Deputy Chief Executive GMCA took the Committee through a report which sought approval for the establishment of, and appointment to, the post of a Head of Data & Enterprise Architecture within the GMCA structure. Although this would be a net saving to the service, this would be consumed by service pressures including increased licensing costs and cyber security interventions.

Resolved /-

That authorisation be given to the GMCA Chief Executive to progress the establishment of a Head of Data & Enterprise Architecture (Senior pay-scale SM6 (£69,889 - £78,314)) post and agree that the current postholder be assimilated into this role.

This page is intentionally left blank

GMCA Resources Committee

Date: 22 March 2024

Subject: GMCA Gender and Ethnicity Pay Gap reporting March 2023

Report of: Eamonn Boylan, Chief Executive Officer, GMCA & TfGM

Purpose of Report

To inform the Resources Committee about the legislative reporting arrangements in relation to Gender Pay Gap and seek approval and authorisation to publish the report on the GMCA internet site and update the Government Gender Pay Gap website.

For the first time the GMCA is also voluntarily sharing its GMCA wide Ethnicity Pay Gap. This is not a legislative requirement at this stage. By publishing the ethnicity pay gap annually it is hoped that it will drive progression in diversifying its staff groups ethnicity representation and be used as a reporting tool to assist with embedding a diverse and inclusive culture within the GMCA.

The report comprises two sections:

Section 1 – deals with Gender Pay Gap

Section 2 – deals with Ethnicity Pay Gap

Recommendations:

The GMCA is requested to:

1. Approve the publication of the GMCA Gender Pay Gap on the GMCA website on an annual basis based on snapshot of data as at 31 March 2023, to comply with the legislative requirement for employers with more than 250 employees.
2. To endorse the proposal to publish the GMCA wide Ethnicity Pay Gap.





Contact Officers

Mallicka Mandal, Director of People Services, mallicka.mandal@greatermanchester-ca.gov.uk

Amanda Stevens, Assistant Director of People Services,
Amanda.Stevens@greatermanchester-ca.gov.uk

Ashley Southern, HR Systems & Information Manager,
Ashley.Southern@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire		
Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	
Health		
Resilience and Adaptation		
Housing		
Economy		
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		
Further Assessment(s):	Equalities Impact Assessment	
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.
		 Negative impacts overall.

Risk Management

The current “Gender Pay Gap Report at the snapshot date of 31 March 2022” is available on the intranet and published on the Government website. Approval by the Resources Committee in February 2024 will enable the publication of the Gender Pay Gap Report as at the snapshot date of 31 March 2023” by March 2024 which ensures the statutory requirements for publication on 30 March 2024 are met. Any further guidance provided will be incorporated into the policy to ensure it meets legislative requirements.

Legal Considerations

Legislative requirement.

Financial Consequences – Revenue

Not Applicable.

Financial Consequences – Capital

Not Applicable.

Number of attachments to the report:

One

Comments/recommendations from Overview & Scrutiny Committee

Not Applicable.

Background Papers

1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
2. ACAS Guidance on Gender Pay Gap
3. To comply with the Gender Pay Gap legislation the following reports were compiled and run on the snapshot date of 31 March 2023 by the MI Analyst:
 - iTrent Gender Pay Gap Report.
 - iTrent Pay Element Report.
 - Headcount Report used at the Snapshot data for KPIs (Structure, Hours, Gender, Occupational Group, Basic Pay, Joining dates etc.).
 - Starters and Leavers Report compiled for KPI reporting.
 - Absence Report to identify Sickness, Maternity, Paternity and Adoption leave.
 - Various comparisons, calculations and reconciliations were performed to produce the final set of data which has been signed off by the Deputy Payroll & Pensions Manager and the HR Systems & Information Manager.

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

GM Transport Committee

Not Applicable.

Overview and Scrutiny Committee

Not Applicable.

1. SECTION 1 – GENDER PAY GAP

1.1. Introduction/Background

The Gender Pay Gap is the difference in average pay between the men and women in the workforce, irrespective of their role or seniority.

The Gender Pay Gap is not the same as equal pay, which deals with paying men and women equally for performing the same (or similar) work. Equal pay is a requirement in law since 1970.

1.2. RELATED LEGISLATION / REGULATIONS

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 apply to specified English authorities, specified cross-border authorities and specified non-devolved authorities across England, Scotland and Wales. The public-sector requirements were introduced as part of the existing public-sector equality duty, rather than as a standalone requirement. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 came into force on 31 March 2017. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 applies to all private and voluntary sector employers with 250 or more employees.

The regulations introduced in 2017 require public, private and voluntary sector organisations, with 250 or more employees on a specified ‘snapshot date’ relevant to their sector, to report annually on their gender pay gap, using six different measures (see requirements below).

1.3. REQUIREMENTS

Gender pay gap calculations are based on employer payroll data drawn from a specific date each year. This specific date is called the ‘snapshot date’.

The organisation has a duty to publish annually the following information relating to pay:

- Requirement 1: The difference between the mean hourly rate of pay of relevant male and female employees.

- Requirement 2: The difference between the median hourly rate of pay of relevant male and female employees.
- Requirement 3: The difference between the mean bonus pay paid to relevant male and female employees - Not applicable as GMCA does not pay any bonuses.
- Requirement 4: The difference between the median bonus pay paid to relevant male and female employees - Not applicable as GMCA does not pay any bonuses.
- Requirement 5: The proportions of relevant male and female employees who were paid bonus pay - Not applicable as GMCA does not pay bonuses.
- Requirement 6: The proportions of relevant male and female employees in the lower, lower middle, upper middle and upper quartile pay bands.

Mean is the average hourly rate of pay, calculated by adding the hourly pay rate for relevant employees then dividing by the number of employees.

Median is the middle hourly pay rate when you arrange your pay rates in order from lowest to highest.

The calculations are based on a 'snapshot date' of 31 March 2023 for public sector organisations. Reports for previous years 2022, 2021, 2020, 2019, 2018 and 2017 Gender Pay Gap figures as at 31st March have been published.

Snapshot date:	31/03/2018	31/03/2019	31/03/2020	31/03/2021	31/03/2022	31/03/2023
% Difference in hourly rate (Mean)	31/03/2018 1.9	31/03/2018 -2.7	31/03/2020 -7.4	31/03/2021 -7.7	31/03/2022 -6.7	31/03/2023 -8.8
% Difference in hourly rate (Median)	31/03/2018 1.3	31/03/2018 0.1	31/03/2020 -7.1	31/03/2021 -7.5	31/03/2022 -9.8	31/03/2023 -14.7
% Women in lower pay quartile - Q1	31/03/2018 40.4	31/03/2018 37.9	31/03/2020 37.7	31/03/2021 35.8	31/03/2022 33.7	31/03/2023 33.9
% Women in lower middle pay quartile – Q2	31/03/2018 4.1	31/03/2018 6.0	31/03/2020 6.3	31/03/2021 8.3	31/03/2022 11.3	31/03/2023 12.5
% Women in upper middle pay quartile – Q3	31/03/2018 13.3	31/03/2018 15.2	31/03/2020 16.1	31/03/2021 16.1	31/03/2022 16.7	31/03/2023 25.0
% Women in top pay quartile – Q4	31/03/2018 24.9	31/03/2018 28.1	31/03/2020 36.0	31/03/2021 37.1	31/03/2022 38.8	31/03/2023 39.2

A negative gender pay gap means that, on average, women's gross hourly earnings are higher than those of men.

The data above provides an overall positive picture of the Gender Pay Gap improvement in the GMCA. The year-on-year increases in Quartiles 2 to 4 are very positive and an indicator that the overall recruitment strategy is working in terms of Gender Pay Gap.

Currently, it is difficult to do a comparison of Gender Pay Gap figures to other organisations at the snapshot date of 31 March 2023 due to low publication rates.

1.4. GENDER PAY GAP – KEY FINDINGS

The GMCA Gender Pay Gap data is based on hourly rates of pay as at 31 March 2023. Mean hourly earnings for female staff were 8.8% higher than for male staff and median hourly pay was 14.7% higher for female staff compared to male staff.

The Gender Pay Gap gives a snapshot of the gender pay balance within an organisation. It measures the differences between the relevant earnings of all male and female employees, irrespective of their role or seniority.

The biggest driver in the GMCA Gender Pay Gap is the structure of its workforce.

- Overall, the March 2023 median GPG data shows that the pay gap typically expected, in favour of male employees, does not apply in the GMCA context; indeed, the median pay of female employees compared to male was higher in 2023 than it was in the previous year. The same pattern is evident when considering the mean GPG data, with the average pay of female GMCA employees also higher than that of their male counterparts. Our GPG mean is below the national average by 22.0 percentage points, and the median by 29.0 percentage points.
- It is worth noting that the increase in the mean to 8.8% and the median to 14.7% in favour of females is a consequence of the Uniformed pay award not having been implemented in the financial year 2022/23 due to ongoing negotiations between the National Joint Council for Local Authority Fire and Rescue Services (NJC) and the Unions. Further contributing factors are the successful implementation of a flat rate pay award to Support staff in 2022/23 and the GMCA gender workforce split containing a high Uniformed male representation; this all manifested itself in the increase in the mean and median pay gap in favour of female staff. In March 2023 the NJC has agreed an increase of 7.0% following successful union negotiations with effect from 1 July 2022 for 2022/23 which has since been implemented post

March 2023, this will result in a narrowing of the mean and median pay gap in the next publication.

- The gender distribution over our pay groups indicates that 27.2% of the GMCA relevant paid workforce in March 2023 consists of female staff, which is a slight increase in female representation than the previous year (25.1%).
- Our workforce reflects a greater proportion in occupations where women are underrepresented, such as firefighters, and typically produce higher pay gaps in separate occupational groups. This is also evident from the proportional distribution of men in the “lower middle” and “upper middle” quartiles. We have had a significant increase in the number of female staff within the “upper middle” quartiles, this contributes to the 2023 mean and median pay gaps between female and male employees increasing.
- 59.4% of all male staff are Firefighters and Crew Managers, earning a similar hourly rate, lower than the average across GMCA, which reduces the overall hourly rate for male staff. In comparison 14.8% of female employees are in similar roles, therefore not having the same influence on the averages.

1.5. OCCUPATIONAL GROUPS

- The mean and median are in favour of male staff for both Uniformed and Support staff.
- The main contribution to our Gender Pay Gap is the predominance of male staff across all Uniformed ranks with fewer female staff in the senior Uniformed roles.
- Comparison of the 2023 data with the previous year shows a narrowing of the mean Gender Pay Gap for Uniformed staff (a reduction of 2.2 percentage points) and a narrowing of the gap for Support staff (a reduction of 0.9 percentage points).
- The decrease in the mean for Uniformed ranks is due to the reduction in male Crew and Watch Managers. Besides this, the percentage of male Uniformed staff on development grades increased from 7.8% in 2022 to 12.8% in 2023 whilst the female staff on development grades reduced slightly from 17.6% to 15.8% All the above would influence the 2.2 percentage point decrease in our 2023 mean pay gap.

1.6. QUARTILE PAY BANDS

- The pay quartile analysis shows that there has been an improvement in female representation within the upper pay quartiles. 38.7% of female employees are now within the upper quartile compared to 37.2% in 2021.

- The pay quartile analysis shows that there has been an improvement in female representation within the upper middle pay quartiles. 25.0% of female employees are now within the upper middle quartile compared to 16.6% in 2022. There has been a slight increase in the lower middle quartile and a reduction in the lower and upper quartiles.
- Overall, 29.3% of female employees are in the lower quartile, compared to only 23.4% of men employed. This is an improvement on previous years of 4.2 percentage points.
- The pay quartile distribution data show that most Uniformed employees are in the “lower middle” and “upper middle” quartiles.
- There were fewer female employees than male across all four quartiles in 2023, with particularly low proportions in the middle two quartiles. The proportion of female staff ranges between 12%, 25% and 36% in the top 3 quartiles in 2023.

2. 2. SECTION – 2 ETHNICITY PAY GAP

Currently there is no obligation or legal guidance for employers to provide their Ethnicity Pay Gap data. However, given our commitment to equality in the workplace, and to transparency about our progress towards greater equity for employees from racially minoritised communities, this report also provides data on GMCA's majority and minority ethnicity pay gap.

Releasing the Ethnicity Pay Gap alongside the Gender Pay Gap, the GMCA will be able to identify any anomalies early and commence the process of addressing these issues.

Public Sector Organisations Ethnicity Pay Gap for the snapshot date 31 March	% Difference in hourly rate (Mean)		% Difference in hourly rate (Median)	
GMCA	6.2	lower	4.6	lower
Office of National Statistics (2019 Data)	2.3	lower	1.9	lower
Financial Conduct Authority (FCA) (2023)	21.4	lower	17.5	lower
Newham London Council (2023)	7.4	lower	0.0	lower
Chartered Institute of Personnel and Development (CIPD) (2023)	13.1	lower	16.8	lower

Public Sector Organisations Ethnicity Pay Gap for the snapshot date 31 March	% Difference in hourly rate (Mean)		% Difference in hourly rate (Median)	
Brent Council (2023)	13.5	lower	14.7	lower
Oxford City Council (2022)	14.4	lower	11.8	lower
University of Bristol (2023)	11.8	lower	3.2	lower
University of Manchester (2022)	15.6	lower	12.4	lower
Confederation of British Industry (CBI) (2022)	14.7	lower	15.1	higher
Nottingham City Council (2022)	5.1	lower	12.6	lower
BBC (2023)	4.2	lower	7.4	lower

The Mean Ethnicity Pay Gap has widened from 4.7% in favour of the majority staff group in 2022 to 6.2% in 2023.

The Median Ethnicity Pay Gap has increased, from 3.6% in favour of the majority staff group in 2022 to 4.6% in 2023.

There are less comparator data available on the ethnicity pay gap than for the GPG, and specific data for Greater Manchester are not available. However, the Office for National Statistics published a 2019 dataset with the median ethnicity pay gap at national and regional level. More recent data are not available, so the comparison with the GMCA 2023 data should be caveated (for this reason, the GMCA 2022 data are also shown). As shown in the table below, although the GMCA 2023 median ethnicity pay gap (4.6%) was considerably wider than the 2019 UK median (1.9%), the 2019 North West median (5.4%) was wider still. Based on the 2022 GMCA data, our median ethnicity pay gap (3.6%) was above the 2019 UK but below the North West median values.

GMCA Ethnicity Pay Gap (EPG) comparison to ONS data

Requirement	GMCA 2023	GMCA 2022	UK 2019	North West 2019
Median ethnicity pay gap	4.6%	3.6%	1.9%	5.4%

The Ethnicity Pay Gap has been calculated using the same legal requirements and principles as the Gender Pay Gap. This is to ensure consistency for both Gender and Ethnicity Pay Gap calculation methods for the GMCA.

An Ethnicity Pay Gap (mean or median) is the difference between the relevant hourly rate of pay of employees who are part of the ethnic majority and that of the employees who are part of the ethnic minority. The figure is expressed as a percentage of pay of the employees who are part of the ethnic majority.

There are a few points to note in relation to Ethnicity Pay Gap:

- There is no legal requirement for employees to disclose their ethnicity. Therefore, the numbers only represent those who have disclosed, and this could potentially distort the average pay rates and ultimately the pay gap for either minority and/or majority groups.
- Including Not Disclosed ethnicity staff on their own or including them within the majority group would not give an accurate representation of the GMCA Ethnicity Pay Gap.
- The calculation or outcome of the Ethnicity Pay Gap could change once legislative requirements have been introduced by the Government.
- To ensure consistency, the Ethnicity Pay Gap has been calculated using the same legal requirements and principles as the Gender Pay Gap.
- We continue to focus on increasing our disclosure rates, in particular amongst new starters, in order to ensure that our calculations are reflective of our whole organisation and that we can better track year-on-year trends.
- The mean is in favour of the majority staff group for both Uniformed and Support staff in both 2022 and 2021.

3. NEXT STEPS

We will continue to maintain and monitor all trends, within the diversity and attraction strategy and Culture Action Plans, which should impact positively on pay gaps in the future.

We will strive to increase completion of equality data by staff so that we can measure the ethnicity pay gap in the workforce more accurately.

We will continue our efforts to increase diversity of the GMCA workforce, including promotion pathways to increase representation in senior ranks.

We will continue to initiate an organisation wide campaign to encourage employees to disclose their diversity data, through learning, sharing the benefits and importance of data and how it's used.

This page is intentionally left blank

GMCA Pay Gap Report 2023

Gender and Ethnicity

Date – 31/01/2024

Table of Contents	
What is the Gender Pay Gap	2
Introduction	2
Gender Pay Gap (GPG) Data	3
Ethnicity Pay Gap (EPG) Data	10
Key influencers that affect both our Gender and Ethnicity Pay Gap.....	15
Declaration	18

What is the Gender Pay Gap

The Gender Pay Gap is the difference in the average hourly wage of men and women across a workforce. It gives a snapshot of the gender balance by measuring the difference between the average earnings of all male and female employees, irrespective of their role or seniority. If women do more of the less well-paid jobs in an organisation than men, the Gender Pay Gap is usually bigger.

The Gender Pay Gap is not the same as equal pay, which deals with paying men and women equally for performing the same (or similar) work. Equal pay has been a requirement in law since 1970.

Introduction

Greater Manchester Combined Authority (GMCA) is proud to be a responsible employer that believes in the economic empowerment of all employees.

We are committed to fostering a working environment where people feel truly included, where our colleagues thrive and gain fulfilment, irrespective of any protected characteristics. This is not only the ethical thing to do but is vital to making GMCA a great organisation to work for, and to demonstrate our commitment to supporting good lives for all across our Greater Manchester communities.

Each year, we publish our Gender Pay Gap (GPG) figures to comply with the statutory reporting requirements of the UK government. The report details the GPG for GMCA overall, as well as specific GPGs for Support staff across the organisation and Uniformed staff within Greater Manchester Fire and Rescue Service.

We are voluntarily sharing our GMCA-wide ethnicity pay gap. We hope by publishing the ethnicity pay gap annually it will drive progress in diversifying our staff groups ethnicity representation and be used as a reporting tool to assist with embedding a diverse and inclusive culture within the GMCA.

In this document we compare our GPG results year on year between March 2022 – March 2023, timelining the changes and improvements. The comparison of the March 2023 GPG results alongside the March 2022 results enables an assessment to be made of the impact of changes and improvements GMCA are making as an

organisation to increase gender equality amongst our Uniformed and Support staff alike.

Gender pay gap calculations are based on employer payroll data drawn from 31 March 2023. This specific date is called the 'snapshot date'.

The organisation has a duty to publish annually the following information relating to pay:

Requirement 1: The difference between the mean hourly rate of pay of relevant male and female employees.

Requirement 2: The difference between the median hourly rate of pay of relevant male and female employees.

Requirement 3: The difference between the mean bonus pay paid to relevant male and female employees - Not applicable as GMCA does not pay any bonuses.

Requirement 4: The difference between the median bonus pay paid to relevant male and female employees - Not applicable as GMCA does not pay any bonuses.

Requirement 5: The proportions of relevant male and female employees who were paid bonus pay - Not applicable as GMCA does not pay bonuses.

Requirement 6: The proportions of relevant male and female employees in the lower, lower middle, upper middle and upper quartile pay bands.

Mean is the average hourly rate of pay, calculated by adding the hourly pay rate for relevant paid employees then dividing by the number of relevant paid employees.

Median is the middle hourly pay rate when relevant pay rates are arranged in order from lowest to highest.

Gender Pay Gap (GPG) Data

The GMCA Gender Pay Gap data is based on hourly rates of pay as at 31 March 2023. Mean hourly earnings for female staff were 8.8% higher than for male staff and median hourly pay was 14.7% higher for female staff compared to male staff.

GMCA’s figures compare favourably with published average GPG figures for companies that have reported in 2023.

The GMCA’s GPG is below the national average¹ compared with data released on 1 November 2023.

Mean: 13.2% in favour of males (22.0 percentage points)

Median: 14.3% in favour of males (29.0 percentage points)

The GMCA’s GPG compares favourably with the 2023 UK and Greater Manchester averages, and with other relevant comparators. As shown in the Office for National Statistics (ONS) published data² table 3 below, males are paid considerably more than females across the UK (a median GPG of 14.3% and a mean of 13.2%). The Greater Manchester GPGs are slightly smaller but remain large (11.3% and 11.7% respectively). The median GPG for public sector jobs in the UK (14.0%) is higher than the UK average for all employees, although the mean GPG for public sector jobs (11.5%) is slightly lower. Although Greater Manchester data are not available, the median GPG for public sector jobs in the North West is higher still (13.2%), and the mean GPG (16.0%) also exceeds the UK average. The GMCA data show the different context for its workforce, with median and mean pay for female employees exceeding that for males.

Table 3: GMCA Gender Pay Gap (GPG) comparison to ONS data (released 1 November 2023)

	GMCA	All employee jobs, UK	All employee jobs, GM	Public sector jobs, UK	Public sector jobs, NW
Mean GPG	8.8% higher for females	13.2% higher for males	11.7% higher for males	11.5% higher for males	16.0% higher for males
Median GPG	14.7% in favour of females	14.3% in favour of males	11.3% in favour of males	14.0% in favour of males	13.2% in favour of males

¹ [Latest data available 2023 on national average GPG at ONS Website](#)

ONS Note: Employees on adult rates whose pay for the survey pay-period was not affected by absence.

² Data for the table is from: Annual Survey of Hours and Earnings (Office for National Statistics, April 2022).

GMCA Gender Pay Gap 2023

Table 3.1a below depicts the 2023 Gender Pay Gap Mean, Median and relevant paid employees figures for both males and females within the GMCA and compares this to the corresponding 2022 GMCA Gender Pay Gap figures (Table 3.1b).

The table highlights that the Mean Gender Pay Gap has increased from 6.7% in 2022 to 8.8% in favour of females in 2023. It also shows the Median Gender Pay Gap figure has increased from 9.8% in 2022 to 14.7% in favour of females in 2023. The total relevant number of female paid employees has grown slightly from 525 in 2022 to 600 in 2023, but the male numbers have also increased from 1,564 in 2022 to 1,610 in 2023.

Table 3.1a: GMCA Gender Pay Gap (GPG) 31 March 2023

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £19.87	Male = £18.27	Mean GPG is 8.8% higher for females
Median Hourly rate	Female = £17.88	Male = £15.59	Median GPG is 14.7% in favour of females

Number of Relevant Paid Employees

	Female	Male	Total
Relevant Paid Employees	Female = 600	Male = 1610	Total = 2210

Table 3.1b: GMCA Gender Pay Gap (GPG) 31 March 2022

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £18.98	Male = £17.79	Mean GPG is 6.7% higher for females
Median Hourly rate	Female = £16.86	Male = £15.35	Median GPG is 9.8% in favour of females

Number of Relevant Paid Employees

	Female	Male	Total
Relevant Paid Employees	Female = 525	Male = 1564	Total = 2089

GMCA does not offer a bonus scheme.

GMCA Gender Pay Gap 2023 Summary

- Overall, the March 2023 median GPG data shows that the pay gap typically expected, in favour of male employees, does not apply in the GMCA context; indeed, the median pay of female employees compared to male was higher in 2023 than it was in the previous year. The same pattern is evident when considering the mean GPG data, with the average pay of female GMCA employees also higher than that of their male counterparts. Our GPG mean is below the national average by 22.0 percentage points, and the median by 29.0 percentage points.
- It is worth noting that the increase in the mean to 8.8% and the median to 14.7% in favour of females is a consequence of the Uniformed pay award not having been implemented in the financial year 2022/23 due to ongoing negotiations between the National Joint Council for Local Authority Fire and Rescue Services (NJC) and the Unions. Further contributing factors are the successful implementation of a flat rate pay award to Support staff in 2022/23 and the GMCA gender workforce split containing a high Uniformed male representation; this all manifested itself in the increase in the mean and median pay gap in favour of female staff. In March 2023 the NJC³ has agreed an increase of 7.0% following successful union negotiations with effect from 1 July 2022 for 2022/23 which has since been implemented post March 2023, this will result in a narrowing of the mean and median pay gap in the next publication.
- The gender distribution over our pay groups indicates that 27.2% of the GMCA relevant paid workforce in March 2023 consists of female staff, which is a slight increase in female representation than the previous year (25.1%).
- Our workforce reflects a greater proportion in occupations where women are underrepresented, such as firefighters, and typically produce higher pay gaps in separate occupational groups. This is also evident from the proportional distribution of men in the “lower middle” and “upper middle” quartiles. We

³ [National Joint Council for local authority fire and rescue services. CIRCULAR NJC/1/23 Pay Award 2022](#)

have had a significant increase in the number of female staff within the “upper middle” quartiles, this contributes to the 2023 mean and median pay gaps between female and male employees increasing.

- 59.4% of all male staff are Firefighters and Crew Managers, earning a similar hourly rate, lower than the average across GMCA, which reduces the overall hourly rate for male staff. In comparison 14.8% of female employees are in similar roles, therefore not having the same influence on the averages.

GMCA Gender Pay Gap 2023 by Occupational Groups

The below tables depict the 2023 Gender Pay Gap Mean and Median figures for the Occupational groups, Uniformed and Support staff, males and females within the GMCA and compares these to the corresponding 2022 figures. The Mean Gender Pay Gap for Uniformed staff decreased from 11.5% in 2022 to 9.3% in favour of males in 2023. The Median Gender Pay Gap decreased from 3.4% to 2.4% in favour of males over the same period. This improvement in the mean and median is due to the promotion of a female Station Manager to Group Manager and the promotion of female Trainee Firefighters to Firefighter positions. There was a **net** loss of 31 male Crew Managers who retired, inter service transfers to other Fire and Rescue Services (FRS) or were promoted to Watch Manager development. 24 male Watch Managers left due to retirements and inter service transfers to other FRS. Overall the male Uniformed numbers were replenished by the promotion of Trainee Firefighters to Firefighter positions.

Table 3.2a: GMCA Gender Pay Gap by Occupational Group for Uniformed staff 31 March 2023

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £15.47	Male = £17.06	Mean GPG is 9.3% higher for males
Median Hourly rate	Female = £15.08	Male = £15.45	Median GPG is 2.4% in favour of males

Table 3.2b: GMCA Gender Pay Gap by Occupational Group for Uniformed staff 31 March 2022

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £14.86	Male = £16.80	Mean GPG is 11.5% higher for males

Requirement	Female	Male	Percentage Variance
Median Hourly rate	Female = £14.71	Male = £15.22	Median GPG is 3.4% in favour of males

The table below shows that the Mean Gender Pay Gap for Support staff decreased from 8.0% in favour of males in 2022 to 7.1% in 2023.

Table 3.3a: GMCA Gender Pay Gap by Occupational Group for Support staff 31 March 2023

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £20.70	Male = £22.29	Mean GPG is 7.1% higher for males
Median Hourly rate	Female = £18.72	Male = £19.70	Median GPG is 5.0% in favour of males

Table 3.3b: GMCA Gender Pay Gap by Occupational Group for Support staff 31 March 2022

Requirement	Female	Male	Percentage Variance
Mean Hourly rate	Female = £19.94	Male = £21.57	Mean GPG is 8.0% higher for males
Median Hourly rate	Female = £18.16	Male = £18.17	Median GPG is 0.1% in favour of males

GMCA Gender Pay Gap Occupational Groups Summary

- The mean and median are in favour of male staff for both Uniformed and Support staff.
- The main contribution to our Gender Pay Gap is the predominance of male staff across all Uniformed ranks with fewer female staff in the senior Uniformed roles.
- Comparison of the 2023 data with the previous year shows a narrowing of the mean Gender Pay Gap for Uniformed staff (a reduction of 2.2 percentage points) and a narrowing of the gap for Support staff (a reduction of 0.9 percentage points).
- The decrease in the mean for Uniformed ranks is due to the reduction in male Crew and Watch Managers. Besides this, the percentage of male Uniformed staff on development grades increased from 7.8% in 2022 to 12.8% in 2023

whilst the female staff on development grades reduced slightly from 17.6% to 15.8% All the above would influence the 2.2 percentage point decrease in our 2023 mean pay gap.

GMCA Gender Pay Gap Quartile pay bands

This section depicts the 2023 Gender Pay Gap distribution across pay quartiles for both males and females within the GMCA and compares this to the corresponding 2022 distribution.

- The pay quartile analysis shows that there has been an improvement in female representation within the upper middle pay quartiles. 25.0% of female employees are now within the upper middle quartile compared to 16.6% in 2022. There has been a slight increase in the lower middle quartile and a reduction in the lower and upper quartiles.
- Overall, 29.3% of female employees are in the lower quartile, compared to only 23.4% of men employed. This is an improvement on previous years of 4.2 percentage points.
- The pay quartile distribution data show that most Uniformed employees are in the “lower middle” and “upper middle” quartiles.

There were fewer female employees than male across all four quartiles in 2023, with particularly low proportions in the middle two quartiles. The proportion of female staff ranges between 12%, 25% and 36% in the top 3 quartiles in 2023.

Table 3.4a: Gender distribution across pay quartiles 31 March 2023

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Female 32% Male 68%	Female 12% Male 88%	Female 25% Male 75%	Female 36% Male 64%

The table below depicts the number of Female and Male staff in each quartile.

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Female 176 staff Male 376 staff	Female 69 staff Male 484 staff	Female 138 staff Male 414 staff	Female 217 staff Male 336 staff

Table 3.4b: Gender distribution across pay quartiles 31 March 2022

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Female 34% Male 66%	Female 11% Male 89%	Female 17% Male 83%	Female 39% Male 61%

The table below depicts the number of Female and Male staff in each quartile.

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Female 176 staff Male 346 staff	Female 59 staff Male 463 staff	Female 87 staff Male 435 staff	Female 203 staff Male 320 staff

Ethnicity Pay Gap (EPG) Data

Currently there is no obligation for employers to provide their Ethnicity Pay Gap data. However, given our commitment to equality in the workplace, and to transparency about our progress towards greater equity for employees from racially minoritised communities, this report also provides data on GMCA's majority and minority ethnicity pay gap.

An Ethnicity Pay Gap (mean or median) is the difference between the relevant hourly rate of pay of employees who are part of the ethnic majority and that of the employees who are part of the ethnic minority. The figure is expressed as a percentage of pay of the employees who are part of the ethnic majority.

For this report, we use 'ethnic majority' and 'minority' as they are the accepted semi-legalistic approach. However, we acknowledge the shortcomings of the terminology and there has been a lot of work done by GMCA and others on the language we should use, and considerable unease from the Race Equality Panel and other relevant stakeholders on use of 'minority' to describe racially diverse individuals and communities (and conversely, of 'majority' for white). In our research outputs, and as agreed with wider stakeholders, we've decided upon 'people from within racially minoritised communities'.

There are a few points to note in relation to Ethnicity Pay Gap:

- There is no legal requirement for employees to disclose their ethnicity. Therefore, the numbers only represent those who have disclosed, and this could potentially distort the average pay rates and ultimately the pay gap for either minority and/or majority groups.

- Including Not Disclosed ethnicity staff on their own or including them within the majority group would not give an accurate representation of the GMCA Ethnicity Pay Gap.
- The calculation or outcome of the Ethnicity Pay Gap could change once legislative requirements have been introduced by the Government.
- To ensure consistency, the Ethnicity Pay Gap has been calculated using the same legal requirements and principles as the Gender Pay Gap
- We continue to focus on increasing our disclosure rates, in particular amongst new starters, in order to ensure that our calculations are reflective of our whole organisation and that we can better track year-on-year trends.

The GMCA Ethnicity Pay Gap is based on hourly rates of pay as at 31 March 2023. Mean hourly earnings for the minority staff group were on average 6.2% lower than the majority staff group and the median pay gap was 4.6% in favour of the majority staff group.

There is less comparator data available on the ethnicity pay gap than for the GPG, and specific data for Greater Manchester are not available. However, the Office for National Statistics published a 2019 dataset⁴ with the median ethnicity pay gap at national and regional level. More recent data are not available, so the comparison with the GMCA 2023 data should be caveated (for this reason, the GMCA 2022 data are also shown). As shown in table 4 below, although the GMCA 2023 median ethnicity pay gap (4.6%) was considerably wider than the 2019 UK median (1.9%), the 2019 North West median (5.4%) was wider still. Based on the 2022 GMCA data, our median ethnicity pay gap (3.6%) was above the 2019 UK but below the North West median values.

Table 4: GMCA Ethnicity Pay Gap (EPG) comparison to ONS data

Requirement	GMCA 2023	GMCA 2022	UK 2019	North West 2019
Median ethnicity pay gap	4.6%	3.6%	1.9%	5.4%

⁴ Annual Survey of Hours and Earnings (Office for National Statistics, April 2019). The link is here: [Ethnicity pay gap reference tables - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/employment-and-labour-markets/earnings-and-wages/ethnicity-pay-gap-reference-tables)

Tables 4.1a and 4.1b show that the Mean Ethnicity Pay Gap has widened from 4.7% in favour of the majority staff group in 2022 to 6.2% in 2023.

The Median Ethnicity Pay Gap has increased, from 3.6% in favour of the majority staff group in 2022 to 4.6% in 2023.

The number of relevant paid employees in the minority staff group has increased, from 119 in 2022 to 153 in 2023, and the majority staff group from 1,753 to 1,852. The not disclosed staff group has reduced from 217 in 2022 to 205 in 2023.

All calculations are based on an ethnicity disclosure rate of 90.7% in 2023 and 89.6% in 2022.

Table 4.1a: GMCA Ethnicity Pay Gap (EPG) 31 March 2023

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £17.43	Majority = £18.58	Mean EPG is 6.2% lower for Minority group
Median Hourly rate	Minority = £15.45	Majority = £16.20	Median EPG is 4.6% in favour of Majority group

Number of Relevant Paid Employees

	Minority	Majority	Not Disclosed	Total
Relevant Paid Employees	Minority 153	Majority 1852	Not Disclosed 205	Total = 2210

Table 4.1b: GMCA Ethnicity Pay Gap (EPG) 31 March 2022

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £17.08	Majority = £17.93	Mean EPG is 4.7% lower for Minority group
Median Hourly rate	Minority = £15.15	Majority = £15.72	Median EPG is 3.6% in favour of Majority group

Number of Relevant Paid Employees

	Minority	Majority	Not Disclosed	Total
Relevant Paid Employees	Minority 119	Majority 1753	Not Disclosed 217	Total = 2089

GMCA ethnicity pay gap reporting does not include the 205 and 217 employees who did not disclose their ethnicity in 2023 and 2022. This accounted for 9.3% and 10.4% of relevant paid employees respectively.

GMCA Occupational Groups Summary

The below tables depict the 2023 Ethnicity Pay Gap Mean and Median figures for the Uniformed and Support Occupational groups, Minority and Majority staff groups within the GMCA, and compare these to the corresponding 2022 figures.

- The mean is in favour of the majority staff group for both Uniformed and Support staff in both 2023 and 2022.
- The mean hourly rate for Uniformed ethnic minority groups increased in 2023 due to 17% of Uniformed ethnic minority staff being in Firefighter development roles vs 8.4% in the previous year. By comparison, 7.7% of Uniformed majority staff were in development roles in 2023.
- The gap in mean hourly rate for Support ethnic minority groups reduced in 2023 from 6.1% to 4.2% due to an increase in the following Grade Groups:
 - Assistant Director/Head of/Transaction Manager (SM6) 0 to 2
 - Senior manager (Grade 9 - 11) 12 to 14
 - Manager (Grade 6 - 8) 20 to 31
 - Team member (Grade 1 - 5) 15 to 19
- For Uniformed staff in 2023, the median pay gap was 3.4% in favour of the majority group and for Support staff was slightly lower at 1.9% in favour of the majority group. The comparable gaps for 2022 were 1.3% in favour of the Uniformed staff majority group and 2.7% in favour of the Support staff minority group.

Table 4.2a: GMCA Ethnicity Pay Gap by Occupational Group for Uniformed staff 31 March 2023

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £15.46	Majority = £17.08	Mean EPG is 9.5% lower for Minority group
Median Hourly rate	Minority = £15.01	Majority = £15.53	Median EPG is 3.4% in favour of Majority group

Table 4.2b: GMCA Ethnicity Pay Gap by Occupational Group for Uniformed staff 31 March 2022

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £15.91	Majority = £16.75	Mean EPG is 5.0% lower for Minority group
Median Hourly rate	Minority = £15.03	Majority = £15.22	Median EPG is 1.3% in favour of Majority group

Table 4.3a: GMCA Ethnicity Pay Gap by Occupational Group for Support staff 31 March 2023

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £19.96	Majority = £20.83	Mean EPG is 4.2% lower for Minority group
Median Hourly rate	Minority = £18.36	Majority = £18.72	Median EPG is 1.9% in favour of Majority group

Table 4.3b: GMCA Ethnicity Pay Gap by Occupational Group for Support staff 31 March 2022

Requirement	Minority	Majority	Percentage Variance
Mean Hourly rate	Minority = £18.75	Majority = £19.98	Mean EPG is 6.1% lower for Minority group
Median Hourly rate	Minority = £18.71	Majority = £17.70	Median EPG is 2.7% in favour of Minority group

GMCA Ethnicity Pay Gap Quartile pay bands

The below tables depict the 2023 Ethnicity Pay Gap distribution across pay quartiles for Minority and Majority groups within the GMCA and compare this to the 2022 Ethnicity Pay Gap distribution.

- We have a lower representation of employees from ethnic minority groups in senior, higher paid roles.

Several lower and higher paid individuals who have not declared their ethnicity are not reflected in the pay gap calculations, which may have impacted the current ethnicity pay gap data and could affect comparison between the 2023 position and that for previous and future years. Employees can update their ethnicity at any time on the Employee Self Service system.

Table 4.4a: Ethnicity distribution across pay quartiles 31 March 2023

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Minority 11% Majority 81% Not Disclosed 8%	Minority 5% Majority 84% Not Disclosed 11%	Minority 7% Majority 86% Not Disclosed 7%	Minority 6% Majority 84% Not Disclosed 10%

Table below depicts the Number of Minority and Majority staff in each quartile

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Minority 59 staff Majority 448 staff	Minority 28 staff Majority 463 staff	Minority 36 staff Majority 473 staff	Minority 30 staff Majority 468 staff

Table 4.4b: Ethnicity distribution across pay quartiles 31 March 2022

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Minority 8% Majority 82% Not Disclosed 10%	Minority 5% Majority 84% Not Disclosed 11%	Minority 4% Majority 86% Not Disclosed 10%	Minority 6% Majority 84% Not Disclosed 10%

Table below depicts the Number of Minority and Majority staff in each quartile

Lower quartile	Lower middle quartile	Upper middle quartile	Upper Quartile
Minority 39 staff Majority 427 staff	Minority 28 staff Majority 438 staff	Minority 23 staff Majority 450 staff	Minority 29 staff Majority 438 staff

Key influencers that affect both our Gender and Ethnicity Pay Gap

We closely measure the overall diversity of our organisation to ensure that we are reporting and holding ourselves accountable to increase representation over time. The reported data show that we have made positive progress, but we recognise that there remains some way to go before we can truly state that our workforce reflects the diversity and richness of the GM community.

From a baseline in December 2017 (the year that the GMCA was established in its current form), we have improved our Gender Pay Gap year on year. The implementation and delivery against our People Strategy with a key aim to make the GMCA one of the best places to work – a place where everyone is engaged, happy, empowered and able to excel in their roles for the benefit of the people, communities and businesses of Greater Manchester.

Underpinning this Strategy, we have progressive people management practices that are driving forwards our EDI ambitions, namely, the GMFRS Firefighter Attraction and Equality, Diversity, and Inclusion (EDI) Strategies; both of which are supporting this positive change, with gender and ethnicity representation in our workforce continuing to increase. We look at pay gaps as one indicator of how we are doing against our objective to build a workforce that is representative of the GM communities that we serve.

We believe that our commitment to improving opportunities for progression and development across the GMCA for employees of all genders, ethnicities and backgrounds serves as an opportunity to lead by example, as demonstrated by the high priority we give to ensuring gender and ethnicity pay equality. Our EDI strategy and leadership, culture and people development strategic plan underpin this work. We offer and support leadership development to all groups that are underrepresented within GMCA, through our robust EDI governance arrangements, which include a Culture First Board, working groups and delivery teams including staff networks, White Ribbon Steering Group and Equality Impact Assessment Working Group. Our ambition remains to develop a reputation for being a fair and progressive employer for everyone, attracting a wider pool of diverse talent to work for the GMCA. Our productivity, innovation and creativity will be enhanced by having a diverse workforce that feels included, valued, and engaged.

To enhance our Employer Value Proposition, we continuously support our staff through our inclusive Policies and Guidance documents, for example: Tackling Bullying, Harassment, Discrimination and Victimisation - Policy and Procedure, Ramadan and fasting guidance; EDI events and Campaigns, e.g. Mental Health awareness; International Day against Homophobia, Biphobia and Transphobia (IDAHOBIT); Flexible working; Career breaks; a comprehensive learning and development offer, including support for study, E-Learning packages including Supporting Trans and Non-Binary staff at work, Dyslexia Awareness and Unconscious Race Bias; extended staff benefits and comprehensive Health & Wellbeing Offer and Welfare engagement. The Festival of Learning and Learning at Work Week offer additional learning opportunities, to continually improve Inclusive Culture in the workplace. This activity underpins the Fire Plans 2021-2025 commitment, which places a focus on how we will continue to build and maintain a diverse and high-performing workforce. It is vital that the GMCA reflects the people it

serves and understands the communities that make up our city-region. “We will create an inclusive culture where people bring their whole self to work”.

Recruitment

Alongside the activity that has already been described, the GMCA are progressing forwards with more inclusive recruitment practice. Following an independent audit of our recruitment practices in 2022, we have made improvements to the way that we attract, recruit and select our workforce. Some key activity includes;

- Enhanced training in conscious inclusion and interview skills for people involved in the hiring process.
- Introduction of a new Recruitment & Selection Framework and supporting toolkits, which has a focus on inclusive recruitment practice.
- Reviewing our role profiles and the way our jobs are designed to remove barriers – for example reviewing if there is a need for university degrees and instead supporting people once they become employed with us to attain qualifications.
- Introducing progressive grades and expanding our offer of routes into employment including apprenticeships, T-Levels and Management Trainee schemes.
- Procurement of a new Applicant Tracking System with other public sector partners across the Greater Manchester & North West region.

Supported by the People Strategy we are already seeing great successes with our enhancements and are positive about how these will positively impact our workforce and organisation.

Development and progression

In 2023 we introduced our GMCA Leadership Development Framework that provides a structured way for our internal talent to develop leadership skills for the future.

2023 also saw the introduction of the GMFRS Promotion Pathway, a transformed approach to identifying, selecting and developing people into operational roles at all ranks. Complemented by the GMFRS Leadership development framework, this provides clear routes and steps to developing future leaders for the organisation.

Next steps

- We will continue to maintain and monitor all trends, within the diversity and attraction strategy and Culture Action Plans, which should impact positively on pay gaps in the future.
- We will strive to increase completion of equality data by staff so that we can measure the ethnicity pay gap in the workforce more accurately.
- We will continue our efforts to increase diversity of the GMCA workforce, including promotion pathways to increase representation in senior ranks.
- We will continue to initiate an organisation wide campaign to encourage employees to disclose their diversity data, through learning, sharing the benefits and importance of data and how it's used.
-

Declaration

I confirm that the GMCA pay data has been collected and presented within this report in accordance with the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Eamonn Boylan,

GMCA Chief Executive

This page is intentionally left blank

Greater Manchester Combined Authority

Resources Committee

Date: 22nd March 2024

Subject: Draft GMCA Business Plan 2024/25

Report of: Eamonn Boylan, Chief Executive GMCA

Purpose of Report

To provide Resources Committee with the draft 2024-25 GMCA Business Plan for review and approval

Recommendations:

The Resources Committee is requested to:

- Review and approve the draft GMCA Business Plan for 2024-25.

Contact Officers:

Simon Nokes, Executive Director, GMCA, simon.nokes@greatermanchester-ca.gov.uk

Amy Fooks, Head of Implementation, GMCA, amy.fooks@greatermanchester-ca.gov.uk

Equalities Impact, Carbon and Sustainability Assessment:

Due to the level of detail contained in the plan regarding the specific activities to be delivered it is not possible to complete an overall impact assessment of the business plan at this stage.

Each programme of work will be subject to its own individual impact assessment that will be conducted at an appropriate point in its delivery cycle. Work is currently ongoing to identify those actions in the business plan most likely to have a direct impact on GM's strategic objectives, and these work programmes will be prioritised for enhanced monitoring and assessment throughout development and delivery phases.

Risk Management

No specific risks arising from the paper. To note the business plan sets out how GMCA manages risks via the risk management framework. It has mechanisms in place to escalate risks from GMCA directorates and projects to the GMCA Corporate risk register, providing a4 overarching view of our risk landscape, which helps us focus on how more significant risks can be mitigated.

Legal Considerations

All legal implications have been considered for individual activities and programmes set out in the Business Plan.

Financial Consequences – Revenue

The activities and programmes set out in the Business Plan are accounted for in the GMCA budgets for 2024/25 approved by the GMCA in February 2024.

Financial Consequences – Capital

The activities and programmes set out in the Business Plan are accounted for in the GMCA budgets for 2024/25 approved by the GMCA in February 2024.

Number of attachments to the report: 1

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

The draft 2024-25 GMCA Business Plan is attached with this note

Tracking/ Process

No

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

Bee Network Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction / Background

1.1 The draft Business Plan for 2024/25 is attached and sets out the activities that will be led and delivered by GMCA teams over the coming year (from April 2025 – March 2025). The Business Plan sits alongside the three year Corporate Plan (2022 – 2025) providing additional detail to the Corporate Plan, including a detailed overview of directorate activity.

2. Business Plan Development

2.1 The development of the business plan has been overseen by the Extended Leadership Network (ELN) Hub, drawing on the extensive work and priorities ongoing with all our Districts and stakeholders.

2.2 The structure of the Business Plan follows a similar format to previous years, with the development of 'You said, we did, what next' section as a way of demonstrating actions delivered over the last year are responsive to staff and stakeholder feedback and developments and that the next step progress and commitment to these are clear.

2.3 Each Directorate has completed a template highlighting their key activities for 2024/25 (Annex A). Directorate plans show the volume of activity across the organisation and cross directorate interdependencies.

2.4 In addition, Directors were asked to engage with their teams to enable staff to share their thoughts on the organisation and help input to / shape the Business Plan. This feedback, along with that from stakeholders and the b-Heard survey,

has been reflected in the draft business plan and has helped shape the whole organisation priorities for the year ahead.

3. Progress Monitoring

3.1 Progress monitoring for key activities is incorporated into the SLT directorate performance and corporate health metrics, produced quarterly, with any remedial actions identified then actioned by the relevant Directorate. Additionally, responsive to Audit Committee recommendation a six monthly update on progress will be provided to the Audit Committee.

4. Recommendations

4.1 Recommendations appears at the front of this paper.

GMCA Business Plan 2024/25

Contents

- Foreword.....
- Introduction
- Building on our successes.....
- The year ahead and beyond.....
- You said, we did, what next
- Business Model.....
- Directorate key priorities for 24/25.....
- Finances for 24/25
- How we manage risks & current key risks from corporate risk register.....
- Directorate delivery plans.....

Foreword by GMCA Chief Executive

Welcome to our 2024/25 Business Plan.

This sets out our priorities for the year ahead, both as an organisation and by individual teams, as we progress with our mission of making Greater Manchester a better place for all.

It promises to be a pivotal year for our city region, with many exciting opportunities ahead.

We are focused on further developing and preparing to implement our latest devolution deal. This 'trailblazer' agreement is our most significant devolution deal yet, providing a unique moment for doing government differently. It provides greater influence and flexibility over crucial policy areas including transport, housing and regeneration, adult skills, employment support, the environment, economic growth, culture, data, digital, resilience and public services.

Alongside this, we look forward to a new Mayoral term, with fresh manifesto commitments to deliver.

Together, these will guide a refresh of our Greater Manchester Strategy and the production of our next overarching Corporate Plan. These will ensure that our resources and efforts are used in the most effective way, towards those specific areas and outcomes that we as a Combined Authority and city region partnership can most directly influence and change.

And as an organisation we will continue to deliver our People Strategy's vision of being a better place to work, drawing on the insight and experiences of colleagues from all levels into how we work well, and where we could improve further.

Such opportunities come with accompanying challenges. To realise their full potential, we need to continue to evolve as an organisation. Preparing for the next phase of GMCA involves ensuring that we have the right skills and resources in place; that collaboration with each other, our partners and our residents is maximised; that our teams are empowered to work more flexibly; and that best practice is shared and applied consistently.

And we need to achieve this in the context of a challenging financial environment and uncertainty over what a national General Election will bring.

But we are building from a position of strength. Our devolution trailblazer is a real vote of confidence in the Greater Manchester approach. As the Local Government Association has recognised, GMCA and its councils enjoy success that is built on a long history of decades of collaboration across the city region.

Last autumn I announced my intention to retire after the forthcoming local elections. It was not an easy decision, but I believe the right one. I've been extremely honoured to lead this organisation for the past seven years. I have every confidence that the organisation will continue to go from strength to strength under new leadership and with the additional powers secured. The hard work, dedication and shared commitment of the colleagues and partners I've had the privilege to work with will continue, and I look forward to seeing how the organisation will further grow and evolve to secure even greater impacts for residents and communities throughout our city region.

Introduction

Our organisation has come a long way since its creation in 2017, adapting and developing to ensure we are in the best possible shape to deliver for the people and places of Greater Manchester.

The last year has seen us further strengthen the foundations of our impactful approach. We have focused on our new organisational mission – of making Greater Manchester a better place for all – and our shared values of collaborating, empowering and delivering. And we have been guided by the goals of our People Strategy, in making GMCA a greater place to work, and by the insight and experiences of colleagues volunteered through our b-Heard staff surveys.

Amongst the many things we have achieved in the last year, securing the trailblazer devolution deal is one of our greatest achievements. This will give us more local control, influence and flexibility over a number of policy areas - including technical education, transport, housing and regeneration, low carbon, local growth and a new single financial settlement - and thereby enable us to create more meaningful change for everyone living and working in Greater Manchester.

Building on our successes and recognising the exciting opportunities ahead for GMCA, we are moving through a programme of organisational improvements to GMCA: our next phase.

This is the next stage in the development of our organisation, a transition catalysed by the latest devolution deal, but far wider than this; an opportunity to ensure GMCA continues to progress and adapt, with greater organisational capability to meet the requirements of the next phase in GM delivery.

By April 2025, we will ensure we are best placed to deliver on our GMCA mission, our wider Greater Manchester vision, and their intended outcomes. Working with our partners and districts, we will be ready to use the new flexibilities provided by the single settlement and deliver for the people and places of Greater Manchester.

Building on our successes

GMCA's success is built on its values of collaborating, empowering and delivering.

The breadth of activities delivered by our organisation, with our partners, is vast. Over the last year we have achieved a huge amount and this is testament to the dedication and hard work of our people. Below are a few of the headline achievements delivered by our teams in the last year:

Securing our Trailblazer Devolution Deal for Greater Manchester - A major success and milestone in our city-region's history, providing much greater influence and a single financial settlement taking our funding toward how devolved government is funded in Scotland and Wales, providing more flexibility and accountability.

Securing further recognition from LGA's Peer Review - The Local Government Association (LGA) Corporate Peer Challenge team returned one year on from the initial peer review and found progress in all of the recommendations their initial review made. This has provided confidence to the organisation as we continue to develop and deliver our ambitions.

Launching ambitions for the MBacc – Enabled by the devolution trailblazer, work is now underway to create a clear technical education pathway for young people in GM.

Launching the GM Good Landlord Charter - A pioneering initiative to drive up housing standards, recognise good practice, and support tenants.

Signing up all 10 local authorities to the Good Employment Charter - Making a formal commitment to providing good working practices.

Launching the Bee Network – Greater Manchester became the first place in England to bring buses back under public control after nearly 40 years of deregulation. Tranche 1 was rolled out in September 2023, in Bolton and Wigan, parts of Bury and Salford with buses going into Manchester. Tranche 2 will be delivered by end of March 2024 and all 10 boroughs will have franchising by January 2025.

Alongside this, we successfully led a campaign to keep rail ticket stations open and help protect the vulnerable.

Holding successful trade missions to the US and Japan to boost trade, tourism and investment. We signed a new partnership deal with Osaka that will provide opportunities for us

Remaining committed to our environmental goals – This year we held our sixth Green Summit event, reaffirming our commitment to the 2038 carbon neutrality target, however we need the right national government policies and investment to support us in achieving this. We have also begun to refresh our five year Environment Plan.

Agreeing the Integrated Water Management Plan – a partnership with United Utilities and the Environment Agency and the UK's first city-region scale water management plan.

Continuing to support anyone who needs help with housing and homelessness - We have provided 552 beds through the A Bed Every Night scheme, and since it was set up, we have supported over 10,000 people. Despite our efforts, homelessness is rising due to the cost-of-living crisis. We will keep up the pressure on Government to reverse this trend.

GM Housing First has housed 375 people experiencing long-term homelessness, with a tenancy sustainment rate of 76% while 341 properties have been secured across GM through the Rough Sleeper Accommodation Programme to date.

Making great strides in delivering our 10-year Gender Based Violence strategy and established our Lived Experience Reference Group. We've developed our education programme to be delivered across schools in GM and continue to rollout and evolve our award-winning #IsThisOK? campaign. Over £5m in funding has been secured to support services and establish a GM-wide out-of-borough housing reciprocal arrangement so that no-one fleeing GBV is negatively impacted by moving boroughs.

Launching the Greater than Violence strategy, a 10-year strategy that includes commitments from partners across GM to tackle serious violence and its root causes.

Successfully diverting over 99% of over 1 million tonnes of municipal waste generated in 2023/24 away from landfill to be recycled, composted or used for energy recovery.

Reached the milestone of £1m being generated for the Mayor's Charity and the Community Fund from the reuse of unwanted items through our waste contracts with Suez.

Continuing to deliver against the People Strategy 22-25: Including launching a GMCA Leadership Development Framework, rolling out a new rewards platform, improved access to entry level roles and training schemes and improved access to People Services policies, processes and advice.

Implementing a new scrutiny model for the GMCA – successfully put in place a new scrutiny model which has formed the basis of the Governments Scrutiny Protocol now being rolled out across other Combined Authorities as an element of the assurance framework for devolution.

Piloting approaches to building stronger local resilience – selected as one of eight pilot areas in the country to work alongside Government in trialling new ways to build the resilience of Greater Manchester and its communities.

Building strong new relationships between our research team and central government (the Office of National Statistics and the Department for Levelling Up Housing and Communities Spatial Data Unit), working together to maximise the data and evidence available to support our work.

Successfully launching of two new programmes that are changing the way we invest in innovation - the Innovation Accelerator Pilot and the Foundational Economy Innovation Fund.

Supporting Local Authorities to deliver key strategic sites – providing technical advice and negotiating support to Bolton Council to overcome delivery barriers for a strategic scheme in one of the region's most deprived areas, Farnworth.

Launched a refreshed GM Digital Blueprint, setting out the next chapter in our plans to be a world leading digital city region.

Completed the data centre replacement, a large and complex project, with very little disruption to the organisation.

Continuing to deliver impactful communications and engagement plans for all GMCA portfolio areas and GMFRS and GMCA corporately.

Successfully negotiating 2024/25 GMCA budgets including unanimous approval of Precept and Levy proposals.

Continuing improvements in our police and fire services, with improved performance and better organisational culture across both services, as recognised by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

Awards

Recognition of our people's successes and behaviours is an important part of our organisation's culture. We will continue to celebrate the contributions of individuals and teams through our regular Star Awards, and will ensure achievements are communicated and visible across the organisation. Our teams have continued to win Awards this year including:

- GMCA's Low Carbon Team won Local Authority Body of the Year at the North West Energy Efficiency Awards
- GMCA-led 'Get Online Greater Manchester: for care leavers' won the Community Improvement Award at the Connected Britain Awards
- Head of GM Ageing Hub won the British Society of Gerontology's Outstanding Achievement Award
- Rainbow Staff Network, operating across GMCA and GMFRS won Stonewall's Network Group of the Year, against a strong field of more than 900 other organisations and teams

- Greater Manchester Fire and Rescue Service was awarded three national awards including Emergency Service of the Year at Fire Magazine's 'Excellence in Fire & Emergency Awards' awards
- GMCA's approach to public participation was recognised by being selected as one of twelve global leaders in civic engagement by Bloomberg Philanthropies and Harvard University's Centre for Cities

Extended Leadership Network

The ELN was established to shape and support organisational delivery, act as a key communication mechanism for effective management of the business and support greater cross-directorate collaboration in the design and delivery of our activities.

Through a central co-ordinating ELN Hub, activities have been developed and a forum provided for considering corporate issues and to facilitate greater collaboration and visibility of activities across the organisation. The ELN Hub has representation from each Directorate and is overseen by the Executive Director (Waste) and has responsibility for the development and oversight of delivery of the Business Plan.

One way we have progressed some of the organisational commitments in last year's Business Plan is through the creation of ELN task and finish groups to develop responsive actions to the issues our staff care about, raised as issues via the b-Heard survey.

All of our people – all teams, roles and levels – were invited to be involved in these groups to ensure this work reflected a range of voices.

The groups are set out below, with an overview of the work of each to date:

Learning and development – The group has agreed two main objectives i) to work on actions and identify ways to raise awareness of the existing leadership development & learning development offer and ii) review progression routes and development opportunities for the organisation to maximise the talent of their workforce.

Six themes were identified: Awareness, Accessibility, Talent Management, Culture, Recruitment and Structures.

Work to date has focused on a range of activities supporting the first objective including: establishing a learning champions network, updates to the appraisal process and a review of the learning and development information on the intranet. Over time, these changes will help to increase business performance and outputs.

Prioritising well-being – The group aims to enhance the organisation’s wellbeing offer through: raising awareness of the importance of staff wellbeing, greater visibility and accessibility of the wellbeing support / tools available and greater recognition of the role played by managers in the communication and take up of wellbeing opportunities.

Five core themes were agreed: Induction and exiting the organisation, Learning and development & communication and engagement, Wellbeing tools, Wellbeing policy and Digital work on wellbeing.

Work underway includes: a review of the organisational induction checklist to ensure that wellbeing is sufficiently included and the development of a questionnaire to capture line managers understanding of wellbeing and how managers can support the wellbeing of their employees. The group have also played an important role in reviewing GMCA’s new wellbeing policies. Over time, this work should help to increase the wellbeing and morale of staff and lead to a reduction in staff absence due to stress / illness.

Environmental sustainability leadership – The overall aim of the group is to bring individuals together from across the organisation to support work to increase the strength and visibility of GMCA’s leadership on sustainability.

Four main areas of activity have been agreed – 3 of these are “quick wins” with 1 longer term ambition. The 3 quick wins are: i) Supporting the running, analysis and implementation of recommendations from a staff travel survey, which will help the organisation reduce its carbon emissions from commuting, ii) Supporting work to reduce single use items across our estate and iii) Embedding sustainability into HR

processes, particularly the annual appraisal. The longer-term project will consider how staff can support and be empowered to embed sustainability into their day to day roles.

Each group now has clear plans of action in place, developed by dedicated working groups and work continues to be overseen by ELN. We will use the next all staff events to demonstrate some of the real differences these groups have made, and the opportunities for all of us to get involved in making these positive changes.

The year ahead and beyond

GMCA: our next phase and implementing our devolution deal

This coming year is an important milestone for our organisation. In preparation, we are progressing the ways we work to ensure we are best placed realise the full potential of the additional opportunities available to us for marking Greater Manchester a better place for all.

There are several key developments over the coming year, through which we will refine our intended outcomes for our residents, communities and our staff, including:

- New Mayoral term (May 2024)
- New Chief Exec in post (Summer 2024)
- Refreshed Greater Manchester Strategy and outcomes (Autumn 2024)
- b-Heard staff survey (Autumn 2024)
- Devolution trailblazer outcomes and funding agreed (Autumn / Winter 2024)
- Updated Corporate Plan (Spring 2025; plus Business Plans in Spring 2024 & 2025)
- Financial single settlement in effect (April 2025)

Our Next Phase activity is being developed in response to:

Inform how we work, by:

- reviewing current policy and practice
- building data, intelligence, insight and good practice

Decide how we work, by:

- determining how all outcomes and objectives can best be delivered (each through in-house delivery, partnership working or buying-in providers)

Enable how we work, by:

- developing our programme management, oversight and evaluation practices
- strengthening our corporate services' capacity and business partnering

Through this ongoing process of organisational evolution, we intend to:

- Boost our capacity and our capability – with the right skills and resources in place
- Maximise collaboration, connection and joined-up working – further building on our city region's ways of working
- Empower our teams to work more flexibly – as facilitated through the devolution trailblazer single settlement
- Share and apply best practice more consistently – ensuring impact and efficiency in our work

You said, We did, What next

Feedback from staff engagement on the development of the Business Plan, alongside the insight from the annual b-Heard staff survey, has enabled us to gain an accurate picture of the issues that are important to people working in our organisation.

Overall, feedback from teams has further built on previous years' positivity, with the b-Heard results showing that staff felt more positive across the eight factors of engagement than before.

The b-Heard survey revealed that people felt very proud to work for GMCA and are confident that their work makes a difference in Greater Manchester. The vast majority of people enjoy working here and feel positive about their job, enjoy working with colleagues and particularly enjoy the variety of their work and the ambition of the organisation.

Staff also felt very positive that the organisation makes a difference for the people of GM and the feedback was also very positive around inclusivity and respect, with staff feeling they can be themselves etc and that discriminatory remarks were not tolerated. Staff also flagged partnership working as an area the organisation was particularly strong and in its engagement with local communities.

The majority of feedback referred to positive changes in terms of greater collaboration opportunities across teams and a more strategic approach to work that was outcomes driven. People also commented that they felt more listened to and acknowledge that there was more training and support available.

Both the b-Heard survey and Business Plan directorate feedback highlighted a number of areas where people felt the organisation could further improve.

High amongst these was doing more to 'Give back' to our communities and the environment. Colleagues would also like to see more cross-directorate working, and better sharing of information, learning and opportunities between teams. Other areas flagged for improvement included: doing more to ensure people have a good work life

balance, more opportunities for people to learn and grow and doing more to protect the environment.

The below section sets out our progress and priorities for further development in more detail, with issues grouped under a number of core areas. It clearly highlights:

- the key issues raised by our people (you said)
- the progress made to date (we did)
- our ambitions to build on this over the coming year as we continue to strive for excellence (what next)

Corporate

You said:

The organisation needs to do more in terms of Giving Something Back / further look into further volunteering opportunities

We did:

Developed a Volunteering Strategy which will support all our workforce to give back and wider work has been undertaken to identify more specific opportunities for GMCA to work with / support the VCSE sector, including for example, through collaborative projects, away days at local charities, activities to improve the environment with the local community, fundraising etc. A number of Directorates have also now included a commitment to Giving Something Back in their Directorate plans, ensuring this has a clear mandate and will be actioned.

What next:

Committing as an organisation to further opportunities to 'give back', as we embed the Volunteering Strategy and additional work undertaken. We will ensure that all Directorates commit to undertaking some volunteering / giving back.

You said:

Improvement needed in support service functions.

We did:

Work has been undertaken over the last year to further develop our corporate services, business partnering models have been launched, additional resource and capacity has been created and team structures have been developed to support these developments. For example, the People Services Advice Team was launched to increase customer service and advice for all colleagues.

What next:

Strengthening our corporate services forms a key strand of the work being developed as part of GMCA: our next phase. Ensuring all our corporate services have the necessary capacity and resource to support and enable the organisation both now and in the future.

You said:

People don't always feel well informed about developments outside of their team.

We did:

A review of internal communications has been undertaken to explore how people engage with information and opportunities provided through central communications channels and via their managers. The findings have already been used to inform how central communications, directors and managers can best engage staff in the GMCA: our next phase organisational development work.

What next:

The planned refresh of GMCA's communications and engagement strategy will include updated approaches for internal communications. Many significant barriers to colleagues quickly and easily finding information should be addressed by the introduction of the new organisational intranet.

You said:

Ensure people have a good work life balance.

We did:

We continue to support all our workforce through our flexible working approaches. We want to ensure staff are able to deliver in their roles and balance this with all other aspects of their lives. A wide range of resources are available to staff to support their wellbeing, including counselling and physiotherapy. A full range of wellbeing resources are available on the intranet.

What next:

The ELN prioritising wellbeing group has established a number of workstreams aimed at raising awareness of our wellbeing offer and is considering how this offer can be further developed and delivered to improve our wellbeing offer to our people.

You said:

More should be done to further break down walls and barriers between cross team working.

We did:

We have introduced opportunities for greater cross team working, including through the ELN task and finish groups.

What next:

We will also introduce 'Getting to know...' Directorate Lunch and Learns as a way of increasing awareness of the work of other directorates.

We will also continue the ongoing development of the cross-organisation approaches adopted through Extended Leadership Network working groups, including a greater commitment to informal movements and flexibility in delivery to accommodate this. The Next Phase programme of work also seeks to build more consistent and corporate ways of working, based on the principle of collaboration across directorates.

You said:

Need to make the office / building more enticing.

We did:

A review of the office space was undertaken which included an assessment of needs. A number of initial office improvements were made in response to this, including more visual displays of our values.

What next:

Following the extension of the lease for our Tootal office headquarters, work is being undertaken to create a greener, healthier working environment better equipped for hybrid ways of working.

You said:

Fair pay needs to be addressed.

We did:

Recognising that local government pay scales are agreed at a national level, we have worked hard in the last year to ensure all staff are aware and making use of the additional benefits we offer as an employer. These include the Local Government Pension scheme, salary sacrifice, car leasing, flexible working and MiRewards scheme.

What next:

GMCA's work programme continues to evolve and develop, we remain one of the most exciting places to work. As our organisation further evolves there will be more positive developments in the ways we work, development of existing and new work areas, and we will continue to support all our staff to develop and progress, and remain committed to staff retention.

Learning, development & progression

You said:

Reform of our organisational learning and development offer

We did:

The Learning and Development Strategy was a significant step forward for the organisation, providing an accessible system with a variety of training opportunities for our people. In addition, the annual festival of learning, a two week learning event, provides an opportunity for people to attend sessions to learn a new skill or gain in knowledge.

We have also taken on employees over the last year who are completing T-levels and more apprenticeships than in previous years.

What next:

We will continue to develop and further embed our learning and development offer and increase take-up following the launch of the Learning and Development Strategy. This is also a focus for the ELN Learning and Development group.

We will continue to support our existing T-level and apprentice cohorts and will commit to employing more people on training programmes in the coming year.

You said:

Review the performance appraisal process.

We did:

Revisions were made to the performance appraisal process over the last year and further work is underway to consider how other improvements can be made, including the offer of more training for people.

What next:

We will undertake further engagement with staff to determine specific issues / concerns relating to the PRA process.

Leadership

You said:

Opportunity for people to learn from current leaders

We did:

ELN was established in part to extend leadership to all levels of the organisation, enhancing our work and providing work-based opportunities for development. ELN ran a leadership masterclass event aimed at developing future leaders and to hear from some leaders from across the GM system.

The Leadership Development Framework has been introduced, providing development opportunities for all colleagues through a variety of learning and qualifications. In addition, there is an organisational wide mentoring programme in place which can offer guidance and support to mentees and help with skill development, career advancement and personal growth.

What next:

We will continue to build on our approach to developing future leaders and explore opportunities to do this further, including through 'show and tells' of leadership journeys as part of reinvigorated lunch and learn sessions.

We will continue to promote and embed the Leadership Development Framework.

You said:

Greater cascade from senior leadership about how all the different plans fit together

We did:

The weekly leadership videos are one example of how we have tried to better cascade information from senior leaders across the organisation more broadly and these have included updates on different plans throughout the course of the year. All staff updates are also an opportunity to raise these kind of issues. The Business Plan also sets out

the link between our business plan, corporate plan and the Greater Manchester Strategy.

What next:

We will continue to review how information from senior leaders may be best communicated to staff. During 'Our Next Phase', directors and managers will be supported to engage and involve their teams in organisational developments, ensuring information is more consistently available to all teams.

You said:

Positive progress in relation to ELN task and finish groups. It is important that this work is visible and progress is fed back and tangible examples of how the b-Heard results have led to improvements.

We did:

The task and finish groups were established to respond to the issues flagged in the b-Heard survey and to ensure faster progress was made in three areas. People from all teams and at all levels of the organisation were invited to participate in the ELN working groups and there was a great response to this. The working groups are now well established (further details on page 6).

What next:

The task and finish groups are overseen by the ELN, with representation from every Directorate, and progress updates are provided regularly at meetings. The activities the groups are working on are ensuring tangible outputs in the short term and also identifying ongoing activities and developments to continue progress in these areas.

Other achievements and next steps

Over the last year we've also focused on progressing a number of areas that have enabled us to develop our ways of working and how we collectively deliver. Our aim was to drive change that people will see and feel. Many of these remain a priority and continue at pace as we continue the work started in those areas. Our progress is highlighted below along with the next steps:

We did:

Began implementation of the People Strategy; including the launch of a new corporate induction programme, supporting skills development, and enhancing our approaches to equality, diversity & inclusion.

What next:

Ensuring our people continue to be supported and enabled through the further embedding of the People Strategy.

We did:

Developed the GMCA performance management framework to provide approach and oversight, relevant to the specific information being monitored and the relevant governance arrangement for the oversight of progress.

What next:

Continued evolution of our performance reporting approaches, ensuring progress reports are informative, visible and being used to drive improvement across the organisation.

We did:

Developed networks (including, for example, The Women's Network), forums, case studies and good practice guides to embed learning and 'what works' into our business as usual, and supporting our employees in the workplace. There has been a notable increase in staff attending networks over the last year.

What next:

We will continue to develop our networks, forums and as appropriate case studies and good practice guides over the coming years, and we are committed to the development of further staff forums or communities of practice as required.

We did:

Developed additional activities to support greater workforce diversification, ensuring all people have equal access to GMCA opportunities and progress within the organisation. We have seen an increase in the completion of Equality Impact Assessments to support our decision making and have launched Inclusive Cultures training. Additional capacity has been created within the organisation to drive equality and diversity activity throughout the business.

We launched the Management Trainee Programme, opening up opportunities for more people from across Greater Manchester to secure employment and training within our organisation.

What next:

Continuing to support workforce diversification and ensure all people have equal access to GMCA opportunities and progress within the organisation, through focused activities.

We did:

Explored opportunities for further collaboration with GM partners and beyond, by developing new activities while recognising the financial challenges faced across the GM system.

What next:

Further work to support greater collaboration and partnership working with GM partners, ensuring the benefits of the increased local control and autonomy awarded to GM via the trailblazer devolution deal, achieves its potential for the whole system and benefits realised for all key stakeholders.

Business Model

Our Business Model is set out in the diagram below.

The Greater Manchester Strategy is the overarching strategy for Greater Manchester and provides the framework for all of our activity.

In 2022 we developed a three-year Corporate Plan which set out in high level terms how our organisation operates and our areas of focus. We've developed annual Business Plans that sit alongside this, setting out our priorities and activity for the year ahead across all directorates and with a clear framework for achieving our ambitions.

Our business model will enable us to deliver our mission:

Making Greater Manchester a better place for all



Drawing on our values:

Collaborating: Bringing together people and organisations from our city region and beyond, forming strong and trusting partnerships which achieve more than any of us could do alone

Empowering: Championing and supporting people and partners, ensuring everyone is able to contribute to and benefit from Greater Manchester's ambitions

Delivering: Taking positive and innovative actions with purpose, achieving a better future with our people, partners and communities

To enable achievement of our organisational objectives:

- Deliver core / devolved services for the public
- Secure, and manage, funding and investment at Greater Manchester level for agreed activity
- Work with the 10 local authorities to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic and environmental issues
- Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships and influencing policy

The detailed delivery information in the Directorate Plans below, sets out what we will be working on in the coming year and demonstrates how our activity contributes to the attainment of our four organisational objectives.

Directorate key priorities for 24/25

The Directorate Plans detail activity to be delivered in 2024/25. Below are some of the key priorities for each directorate, highlighting activities which impact across the whole organisation.

The corporate performance management framework has been refreshed and adopted. The performance framework ensures the correct accountabilities, oversight and effective management of progress are in place across the organisation. The performance framework takes account of the various levels of reporting, and the alignment of GMCA corporate monitoring with established governance and portfolio monitoring arrangements in place.

The progress monitoring of the key activities captured below will be reported quarterly to SLT along with a range of corporate metrics, so GMCA leadership can be assured of progress and can collectively develop necessary remedial or mitigating actions. The progress monitoring framework also enables the collective visibility of successes, and provides opportunity for learning and organisational development from both successes and challenges.

Progress monitoring of the range of activities in the detailed Directorate Plans will be managed by each directorate, with any significant issues or successes escalated to SLT as appropriate. SLT will also play a crucial role in identifying cross directorate links, which will facilitate greater collaboration across teams.

Directorate	Key Priorities
Communications and engagement	Continue to refine and deliver detailed annual communications and engagement plans for each GMCA portfolio area – including GMFRS and GMCA corporately
	Pilot approaches for a consistent and systematic approach to public participation in the work of GMCA (including Greater Manchester Fire and Rescue Service)
	Contribute to ‘GMCA: Our Next Phase’ activity through internal and stakeholder engagement plans and our own team’s development

Core Investment	Commit a minimum of £10m PA to GM businesses and commercial property developments
	Commit Housing Investment Fund and deploy up to the maximum capacity of £180m – continued investment and management
	Continue to support and work with the Delivery team on Brownfield and Evergreen (revenue) investment
Digital Services (Digital Directorate)	Strengthening Communities Digital Inclusion Fund: ensure residents can get online at hyper local venues and access community-based digital skills and inclusion support within a 15-minute walk from home. Focusing on areas of significant deprivation and target demographics.
	Ongoing development of existing and new use cases for the GM Digital Platform
	Cyber and AI Security Cluster Development: act as a convenor of place to consolidate existing partnerships and develop a sustainable model to facilitate collaboration.
	Delivery of the 5G Innovation Region project - Smart Decarbonisation Network.
Digital Services (Corporate Digital)	Implement the Digital Data and Technology (DDAT) Strategy to enhance GMCA’s cyber, infrastructure, technical architecture and data, under 5 themes: Foundations, Collaboration, Innovation, Technology and Data.
	Cyber security programme and risk management
	Deliver GMFRS strategic projects
Economy	Ensure effective delivery of our direct investment and business support programmes, ensuring they are achieving target outputs and outcomes, creating and growing businesses and entrepreneurship, decarbonising industry and increasing productivity.
	Realise the commitments in the GM Trailblazer Devolution Deal to ensure better alignment of local and national activity to

	stimulate growth and investment, and to ensure GM continues to be at the forefront of policy development.
	Enable GMCA to effectively engage with a diverse range of representatives from local businesses, universities, investors and the VCSE sector, ensuring their views and experiences are represented in policy making and strategy.
Education, Work & Skills	Drive the development of an integrated GM Inclusive Employment system to better support unemployed people and those with health conditions or disability into work or to stay in work.
	A system wide and coordinated GM approach to supporting young people thrive in the GM economy from primary to adulthood, which focuses on inspiration, equity of access to opportunities and creating a clear line of sight. Putting young people in the driving seat and inviting more employers to help bridge the gap.
	Simplify the approach to adult skills under one responsive funding system, (for residents, employers and skills and training organisations). Supporting both basic and high growth skills.
Environment	Commence development of Low Carbon Outline Business Case approaches through the Net Zero Accelerator
	Develop and publish the GM Local Nature Recovery Strategy
	Complete and launch the Five-Year Environment Plan 24-29
Finance, Commercial & Audit	Deliver risk based internal audit plan, providing assurance over governance, risk management and internal control arrangements
	Further develop high-quality financial management arrangements across the organisation
	Ensure a smooth transition to new Procurement Regulations through skills, processes, systems, and policies. Coordinate a GM Task and Finish group, maximising collective skills and knowledge.

Legal, Governance, IG & Business Support	Bus Reform – to provide legal advice to the GMCA & Mayor in relation to delivering Bus Reform within the legislative process working with TfGM
	Devolution – to provide legal and governance advice to GMCA and the Mayor in relation to the implementation of the Single Settlement element of the Trailblazer deal
	Project Skyline – to provide legal advice and governance advice to the GMCA & Mayor and coordinate the provision of legal advice to the 10 districts & health partners in relation to the GM wide project to deliver specialist children’s facilities in GM
People Services	Review, improve and modernise our People Services systems (including ATS and Pensions systems) and business practices.
	Embed and increase awareness of the Leadership Development Framework and the Learning and Development Strategy, encouraging all colleagues to engage in the offer to support their ongoing personal development.
	Increase collaboration and innovation with partners, including the Workforce Inclusion project with GM public sector partners; Blue Light collaboration; as well regional and national groups to share innovative ideas, lessons learnt and to develop good people practices across organisations.
Place	Support the delivery of development of the GM Growth Locations through insight, mapping, sector development plans and evidence work.
	Implement the Housing Delivery Plan
	Develop, adopt and implement a new GM Culture Strategy which is reflective of the people and communities of Greater Manchester.
Police, Crime & Fire	Develop a Performance and Oversight Framework to improve programme delivery support to GMP and GMFRS. Construct a delivery plan to support existing frameworks within both

	<p>partner organisations and within GMCA. Utilise business intelligence tools to support uniformity of reporting and monitoring.</p>
	<p>Publish the 1st implementation plan for the new 10-year Greater Manchester Serious Violence strategy that describes the partnership commitment to prevention and response to serious violence.</p>
	<p>Further develop the Victims Strategy Steering Group including responding to provisions in the Victims and Prisoners Bill; development of a GM Strategic Needs Analysis; implementation of the multi-crime Victim Service; VCOP Scrutiny; Victim Voice and Insights; Digital Programme and Sexual Violence Harm Reduction.</p>
Reform	<p>Strengthen the offer for GM's care experienced young people and progressing GM level activity designed to improve sufficiency of looked after children placements within the city-region.</p>
	<p>Ensure a continued year-on-year reduction in rough sleeping, including through the use of capital programmes to provide more affordable housing (specifically to reduce temporary accommodation in GM), developing a strategic approach to Asylum and Migration, delivering the homelessness prevention strategy and developing a consolidated approach to multiple disadvantage.</p>
	<p>Restate and support activity to deliver against GM's 4 priority PSR people-based missions and in doing so exemplify the GM model of unified public services. Alongside this support localities to re-energise and progress their PSR work to enhance help and support in neighbourhoods and further implement place-based working.</p>
Research	<p>Support the implementation of the Devolution Trailblazer and Single Settlement, including agenda shaping, appraisal and business case support, development and reporting against the</p>

	<p>Single Settlement outcomes framework, and evaluation. Leading on the devolution data partnership</p>
	<p>Greater Manchester Strategy (GMS) Performance Monitoring – reporting progress against GMS ambitions, including the implications of spatial and demographic variation across the city region, and refreshing the GMS performance framework alongside the Strategy itself</p>
	<p>UK Shared Prosperity Fund – Facilitate work to deliver the independent / external evaluation of GM’s UKSPF programme</p>
Resilience	<p>Review and ensure effective arrangements are in place within agreed multi-agency protocols for council and unit activation in multi-agency emergencies and that they are regularly tested</p>
	<p>Negotiate and agree the SLRFs Delivery Plan with DLUHC, followed by implementation</p>
Strategy	<p>Oversee the refresh of the Greater Manchester Strategy and its implementation</p>
	<p>Lead activity on organisational improvement, ensuring organisational readiness for single settlement and wider developments</p>
	<p>Co-ordinate implementation of Trailblazer Devolution Deal</p>
Waste	<p>Develop plan for provision of future waste services post 2026 either through procurement or extension of existing contracts</p>
	<p>Commence development of new Materials Recovery Facility</p>
	<p>Commence development of Reliance St Household Waste Recycling Centre</p>

Finances for 2024/25 & Risk Management

The overall GMCA budgets are made up of a variety of both historic budgets and new budgets relating to the functions provided by the Mayor and the GMCA as a whole.

The majority of funding GMCA receives is from government core grants, levies and transport statutory charge to GM local authorities and council tax (precept) largely ringfenced for the delivery of Police and Crime, Fire and Rescue and Transport functions. The Authority also receives specific government grant funding to deliver key programmes of work, supported by funding from retained business rates growth, reserves and external income.

The various orders under which these functions are provided, determine how revenue budgets are funded such that:

Mayoral General Budget – Funded from the Mayoral precept, transport statutory charge on Greater Manchester local authorities and government grants mainly for Greater Manchester Fire and Rescue (GMFRS) which is part of the Mayoral precept but also receives a revenue support grant, business rates income and a top up grant.

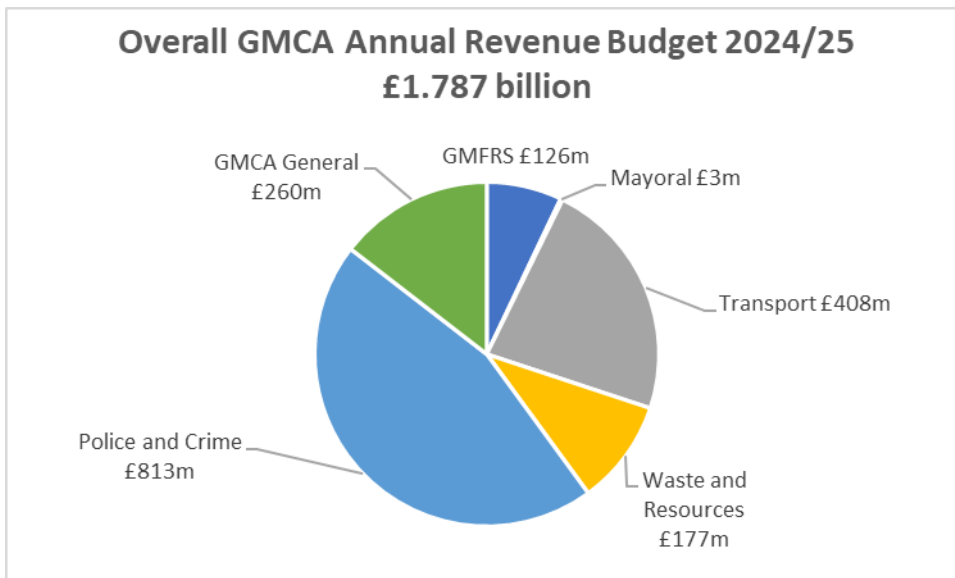
GMCA Transport Revenue Budget – Funded from a contribution from the mayoral budget for statutory mayoral functions including Bus services and from a levy on Greater Manchester local authorities for non-mayoral functions in relation to public transport and a contribution to Metrolink financing costs. The budget also includes a number of other grants received in relation to specific activities.

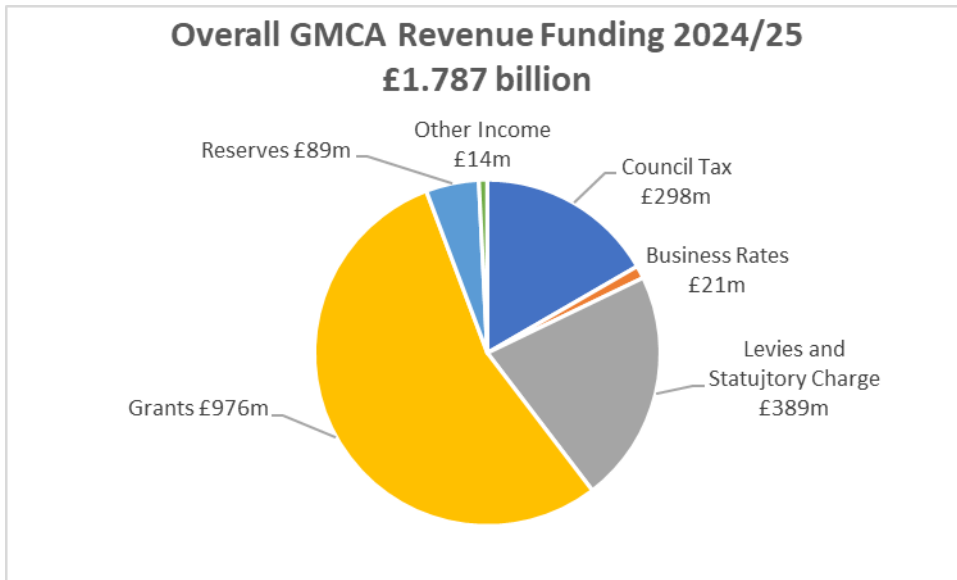
GMCA General Revenue Budget – This includes corporate, devolved and programme funded activities of the Combined Authority. The budget is made up of a number of specific government grants, including the Adult Education Budget, retained business rates, Greater Manchester local authority contributions,

earmarked reserves, internal recharges to other GMCA budgets and external income.

Greater Manchester Waste and Resources – This is funded from a levy to the nine Greater Manchester local authorities (excluding Wigan) that participate in the GM waste service with contributions on the basis of an agreed funding mechanism.

In February 2024 GMCA approved the 2024/25 revenue budget totalling £1.787 billion and four-year 2023-2027 capital programme of £2.579 billion. The first diagram below shows the 2024/25 revenue budget for each GMCA function and the second diagram shows the funding sources for the overall budget.





Our devolution trailblazer – greater flexibility and local decision making in our spending

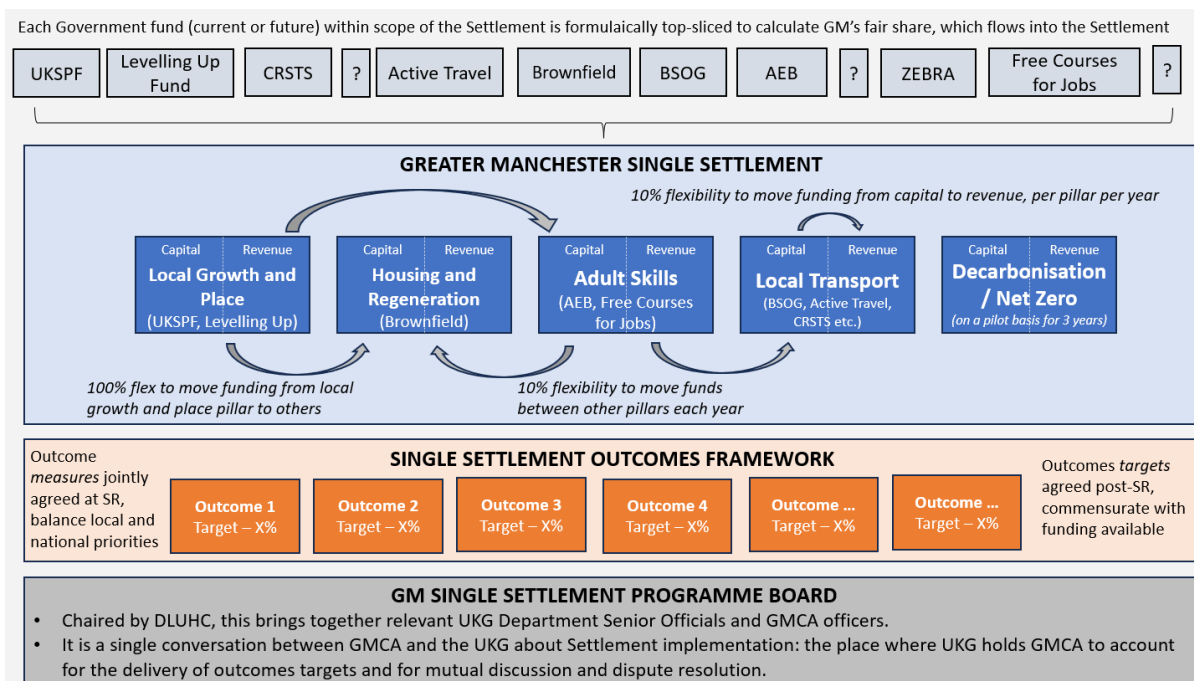
Financial single settlement

In March 2023, Greater Manchester agreed a new ‘Trailblazer’ deeper devolution deal with the Government. Central to this deal was a commitment to reforming how the Government provides funding to GM by creating a new ‘Single Settlement’ in the next Spending Review period. Alongside the November 2023 Autumn Statement, the Government published a “Memorandum of Understanding” (MoU) on the forthcoming GMCA and West Midlands Combined Authority Single Settlements.

Currently, each devolved responsibility or programme is funded separately, funding cannot be moved between programmes, and each programme often has its own monitoring or accountability requirements. The Single Settlement will address this by creating a single funding settlement for a core set of responsibilities (diagram below). The MoU published alongside the Autumn Statement sets out further details about how this will operate in practice.

The MoU does not set the amount of funding allocated to GMCA or the outcomes to be delivered in return. These will be decided at, and following, future Spending Reviews. It is not anticipated that the devolution trailblazer deal will bring with it additional funding, rather increased flexibilities for how we allocate money which would otherwise have been secured by Greater Manchester through programme-specific budgets.

There will be a further decision point in Spring 2024 where additional annexes to the MoU will be agreed between GMCA and Government.



The next Spending Review, possibly in Autumn 2024, is when the amount of funding allocated to GMCA through the Single Settlement will be confirmed, using the process set out in the MoU. The Settlement itself then ‘goes live’ in April 2025 and the financial implications of this will be reflected in the GMCA budget process for 2025/26.

Retained business rates

As part of the devolution deal the continuation of the 100% business rates retention arrangements for 10 years. The MOU for this agreement comes into effect from 1 April 2024 and will be in place for the financial years 2024-25 to 2033-34 inclusive with the aim to:

- Support the long-term financial and economic sustainability and economic growth of the combined authority;
- Support devolution strategy and Levelling Up objectives across local government;
- Provide more control of income and strengthen local accountability, whilst recognising that risk comes with reward and deeper devolution comes with strong accountability.

Growth Zones

Alongside the 10-year business rates retention arrangements, government and Greater Manchester aim to designate for 2024-25 up to three 'Growth Zones' within the Greater Manchester area. These sites will retain growth above an agreed baseline for a period of 25 years, exempt from a system-wide reset of business rates baselines. The Growth Zones are in addition to two Investment Zones and existing Enterprise Zones.

Preparing for this new way of working

The 2024/25 GMCA budget reflects initial planning for resourcing the capacity and skills requirements to deliver the devolution deal within the GMCA. For 2024/25 the financial implications of this will be met through earmarked reserves in anticipation of recurrent resources being made available through the single settlement and retained business rates.

How we manage risks & current key risks from corporate risk register

Everyone in GMCA is responsible for managing risks to some degree. To help us do that, GMCA has a Risk Management Framework in place.

The framework defines the different types of risk that we need to manage, from those “Strategic risks” relating to both internal and external factors such as economy, policy and demographics to the detailed operational and project level risks we manage on a day to day basis.



The GMCA risk management framework and GMFRS risk management framework are aligned, with mechanisms in place to escalate risks from GMFRS and GMCA directorates and projects to the GMCA Corporate risk register so that we can see an overarching view of our risk landscape, which helps us focus on how we can mitigate the more significant risks we face, no matter where they are within GMCA.

Our strategic risks are aligned with the four Corporate Objectives, which helps to bring the risk register to life by showing how these risks may have a direct impact on what we want to achieve. We have also reviewed our “organisational risks” which are those that we collectively need to address as GMCA.

All this together, helps ensure we are focusing resources such as internal audit in the right areas, making risk-based decisions and also help drive directorate priorities and activities.

Directorate Delivery Plans

The priorities and delivery activities for the year ahead are set out in the Directorate Plans below. The Directorate Plans show the connection between the many projects, sub-teams, and operational elements of the organisation, demonstrating how they come together to deliver against our organisational objectives, and ensuring everyone working here is able to connect their individual roles to the achievement of the organisational objectives.

Communications and Engagement

Core Investment

Digital Services

Economy

Education, Work & Skills

Environment

Finance, Audit and Commercial

Legal, Governance, Information Governance and Business Support

People Services

Place

Police, Crime and Fire

Reform

Research

Resilience

Strategy

Waste

Annex

Directorate: Communications and Engagement

Brief Overview of Directorate

As a single enabling service, GMCA's communications and engagement team provides specialist expertise and support to Greater Manchester Combined Authority, Greater Manchester Fire and Rescue Service, Recycle 4 Greater Manchester, the Mayor of Greater Manchester and the Greater Manchester city region. Our overall aim – as set out in our Communications and Engagement Strategy – is to build people's trust and confidence in our organisation, empowering them to participate in and benefit from Greater Manchester's ambitions and priorities.

We work to achieve this through activities focused in three key areas:

1. Our organisation

What we do: Build recognition, involvement and sense of belonging for public, partner and internal audiences through effective programme and corporate communications.

How we do it: By delivering for each of GMCA's portfolio areas through a 'client management model', with a dedicated multi-function team for each area. We develop and deliver evidence-based communications and engagement plans grounded in each area's strategic objectives, and quarterly evaluation reports set out key impacts and learnings.

2. Our system

What we do: Provide a strong voice and consistent approach across Greater Manchester, for our network of contributing partners and the city region as a place.

How we do it: By leading or coordinating single Greater Manchester-wide, partnership approaches for key activity at a city region-level when doing so will benefit all districts, meet shared priorities, build the profile of the city region as a whole or is otherwise appropriate, efficient and effective.

3. Our team

What we do: Evolve our structures and upskill our people in response to developments and identified needs

How we do it: By continuously building our knowledge and skills and developing and refining how we function as a single GMCA team and an 'engine room' for coordinated Greater Manchester communications and engagement. We readily respond to emerging evidence, evaluation and insight – including our team's b-Heard staff survey results – and refocus around any shifts in organisation, city region or portfolio priorities and in sector developments and best practice.

Our team provides support to all GMCA portfolios taking a matrix management approach, drawing on expertise from our different professional 'pillars':

- Strategy and planning
 - developing strategies, narrative and brand
 - building alliances and networks across all parts of Greater Manchester

- Corporate and internal communications
 - building and promoting the brand and reputation of GMCA, GMFRS, the Mayor and Recycle 4 Greater Manchester
 - building an engaged, informed and cohesive community among GMCA and GMFRS people
 - building and maintaining effective, reciprocal relationships with stakeholders

- News and media

- maximising positive media coverage of GMCA and the Mayor as leading voices in UK public life, particularly around devolution
- safeguarding and, where necessary, defending the reputation of GMCA, the Mayor and GMFRS
- building productive relationships with national and regional media, ensuring GMCA and the Mayor are positioned effectively as a voice on emerging public policy debates
- providing out-of-hours emergency fire and Mayoral communications cover, including for major city region incidents

- Digital and design
 - building and maintaining an effective voice in online conversations about our work, creating and taking part in debate
 - creating and maintaining an effective and appropriate online presence for the Mayor, GMCA and GMFRS that is accessible and informative to colleagues, stakeholders and audiences
 - creating accessible content that informs, engages and inspires participation across our diverse audiences

- Community and public engagement
 - building effective, reciprocal relationships with residents, communities, public services and the private sector to facilitate their participation in the work of the Mayor, GMCA and GMFRS; ensuring that outputs of their involvement are used in a meaningful way to enhance outcomes
 - acting as expert advisors on consultation and engagement for GMCA, building skills and capacity, and keeping abreast of statutory duties and good practice
 - managing the strategic planning of formal consultations, ensuring they are well-planned, timely and consultation fatigue is minimised

- Insight and evaluation

- ensuring that our communications and engagement activity is based on insight, and is evaluated, tested and continuously adapted
- using information and intelligence gathered – including through regular residents’ surveys – to help inform and shape policy, strategy and communications

- Recycle 4 Greater Manchester campaigns and behaviour change
- providing communications, media and engagement expertise to support the delivery of the waste and resources contracts
- supporting 9 local councils with joint communications to educate, promote and encourage residents to minimise their waste and recycle correctly both at home and at household waste recycling centres
- delivering joint communications with SUEZ on the social value plan, including the Renew shops and Hub, construction work at waste management treatment facilities and regular stakeholder engagement

Directorate delivery:

Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)

- **Corporate Objective 1:** Deliver core and devolved services for the public
- **Corporate Objective 2:** Secure, and manage, funding and investment at Greater Manchester level for agreed activity
- **Corporate Objective 3:** Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues

<ul style="list-style-type: none"> ○ Corporate Objective 4: Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy 					
Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Continue to refine and deliver detailed annual plans for each GMCA portfolio area – including GMFRS and GMCA corporately – with quarterly impact reports for all areas	<p>Clear plans of activities / milestones for medium- and longer-term activity which requires communications and engagement support in each portfolio area</p> <p>Additional resourcing for business partner roles where demands are beyond what can be provided for through business as usual</p>	X	X	X	X
Engage internally and externally on the GMCA Communications and Engagement Strategy, as part of its full refresh during 2023/24 and planned further review in context of new Mayoral term, Greater Manchester Strategy refresh and devolution trailblazer development	<p>Input into review</p> <p>Feedback / approval of revised strategy</p>	X	X		
Complete the next phase of our team development work, as part of wider organisational evolution – ensuring we have the right skills and capacity in place to make the most of our devolution trailblazer opportunities and contribute to achieving the People Strategy vision of being a greater place to work.	Support phasing out of fixed-term business partner roles, replaced by more sustainable and secure longer-term roles	X	X	X	X

	Contribute to and support the corporate functions workstream of 'GMCA: Our next phase'				
Develop and deliver internal and stakeholders communications and engagement plans for 'GMCA: Our next phase' – covering both the process of organisational development (during 2024/25) and revised ways of working it introduces (ongoing)	Close working with programme team / board and individual workstreams	X	X	X	X
Pilot and refine an approach to systematic participation in GMCA / GMFRS, building on learning and resources provided through the Bloomberg / Harvard City Leadership Initiative on civic engagement (subject to securing of retained business rates funding)	Contribute to identification and development of required tools and infrastructure Take part in pilot projects to test and learn	X	X	X	X
Lead a city region-wide communications approach for elections in Greater Manchester – increasing awareness, registrations, and understanding of voter ID requirements	Close working and funding from governance and scrutiny teams	X			
Corporate Calendar					
For your key activities highlighted above please include quarterly delivery milestones.					
Milestones					
Directorates key activities / deliverables	Q1	Q2	Q3	Q4	

Annual plans for each GMCA portfolio area				
Initial 2023/24 plans and resourcing finalised for each portfolio area, incorporating all directorates' GMCA Business Plan delivery plan commitments	X			
Ongoing delivery of key activities / milestones across each portfolio	X	X	X	X
Quarterly impact reports shared for each portfolio	X	X	X	X
Review GMCA Communications and Engagement Strategy				
Strategy review following Mayoral election / GM Strategy refresh	X	X		
Draft revised strategy finalised – start of internal and system engagement		X		
Revised strategy approved through GMCA governance			X	
Team development as part of wider organisational evolution				
All role / functional team / portfolio team changes in place	X			
b-Heard annual staff survey and team results		X	X	
Ongoing contributions to 'GMCA: Our next phase' corporate functions workstream	X	X	X	X
'GMCA: Our next phase' internal and stakeholders communications and engagement plans				
Plans developed and approved by programme board	X			
GMCA annual all staff events	X			
GMCA Business Plan publication	X			
Communications for new Mayoral term and new chief executive	X			

GM Strategy refresh engagement	X			
Launch of new organisational intranet		X		
b-Heard annual staff survey and results		X	X	
Further trailblazer details in expected Spending Review			X	
End of year all staff briefing			X	
GMCA Business Plan 2025/26 and Corporate Plan 2025-28 development				X
Final stages ahead of main trailblazer deal / financial single settlement in effect				X
Ongoing monitoring of awareness and sentiment through bi-monthly staff pulse check surveys	X	X	X	X
Ongoing activity and review through 'workforce engagement' workstream	X	X	X	X
Systematic approach to participation (<i>subject to securing of retained business rates funding</i>)				
Retained business rates funding available (tbc – if approved)	X			
Review of internal directorate strengths and barriers complete	X			
Piloting of approaches and supporting systems / tools		X	X	
Review of pilots to inform organisational approach for implementation from Spring 2025 (alongside devolution trailblazer / financial single settlement)				X
Elections campaign and communications				
Mayoral and local elections activity	X			

Possible General Election activity (date tbc)		X	X	
---	--	---	---	--

Directorate: Core Investment Team

Brief Overview of Directorate

The Core Investment Team has over £500m of funds under management across commercial property, residential property and business. These funds support the building of homes, regeneration and job creation in the Greater Manchester (GM) area. The approach to investment taken in GM is unique and illustrates what can be achieved where there is medium term flexibility in the deployment of funding. Alongside the management of the funds the team provide commercial finance support to projects of financial or political significance. The team service is made up of c20 people and is self-funded.

The main functions performed by the unit are:

- Invest in housing developments across GM
- Invest in GM businesses to support growth and job creation
- Invest in GM property developments to support business growth and regeneration
- Transact the Brownfield Housing Fund grant programme
- Oversee external fund managers
- Provide Commercial Finance support to other GMCA teams, Districts and Partners

The Funds' remit is to contribute to addressing market failures in the private sector funding landscape where market demand and viability of projects is a risk. The Investment funds are recycling in nature, the Brownfield Housing Fund is a grant programme. There are bespoke governance arrangements around each fund, but the overall strategy and direction of the Funds is set by the GMCA.

The Income has enabled the establishment of a self-funded Investment and Delivery Team. The Delivery Team works with Local Authorities to bring forward some of GM's most challenging opportunities for housing growth and has secured over £285m of additional government funding to do so.

The funding managed by the team supports the delivery of housing and employment sites to ensure the connection of investment and development, to realise opportunities for communities and places which may not have benefited previously from economic development and growth, or where there are major opportunities to drive growth.

As part of any business investment, companies are asked to sign up to the Good Employment Charter.

Directorate delivery:

Please set out activity to be delivered during 2023/24, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)

- **Corporate Objective 1:** Deliver core and devolved services for the public
- **Corporate Objective 2:** Secure, and manage, funding and investment at Greater Manchester level for agreed activity

Investment:

- Invest in housing developments across GM to support the delivery of 1,000 units pa
- Work with the Housing strategy team to bring forward investment into net zero homes
- Secure an extension to the Housing Investment Fund as part of the Devolution Trailblazer discussions
- Invest in GM businesses to support growth, job creation and regeneration. The following sectors have been identified as key sectors – Digital & Creative, Advanced Manufacturing, Life Sciences, Green technology/services, the Foundational Economy
- Invest in the development of commercial property sites across GM
- Deliver the required in year spend for the Brownfield Housing Fund programme
- Develop the proposal for an Advanced Manufacturing Fund as part of the Investment Zone programme
- Actively develop strategies for financing retrofit in commercial and residential property
- Oversee external fund managers (Low Carbon Fund, Evergreen Funds, NPIF, Life Sciences Funds)
- Identify opportunities to invest in Social Impact Funds alongside partners such as the GMCVO

External engagement

- Promote the funds through press releases, the GMCA website, attending relevant business events and conferences
- Maintain close relationships with other GM Local Authorities, partners and stakeholders through regular meetings and supporting them with their investment priorities
- Continued support and work with the Delivery team on Brownfield and Evergreen (revenue) investment

- Continued support and work with the Place Directorate around the Growth locations work and innovation programme
- Continued support and work with the Environment Directorate on the outcomes of the Strategic Outline Business Case and associated green finance solutions.
- Continued support and work with the Public Service Reform team to build an investable business case for GM Care.
 - **Corporate Objective 3:** Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues.
- Continue to provide support to Local Authorities on key strategic projects
- Continue to manage the social investment funds within the team, supporting organisations and the community to tackle inequalities.
-
- **Corporate Objective 4:** Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Commit a minimum of £10m PA to GM businesses and commercial property developments	Commercial – to support income/expenditure		X	X	
Commit Housing Investment Fund and deploy up to the maximum capacity of £180m – continued investment and management	Commercial – to support income/expenditure		X	X	
Promote the funds through press releases, the GMCA website, attending relevant business events and conferences	Comms/media		X		
Social investment – continued investment and management	Commercial		X	X	
Continued work to support the development of Green Finance Initiatives and the road to Net Zero	Place, Environment Team				
Continued support and work with the Delivery team on Brownfield and Evergreen (revenue) investment	Place Directorate			X	

Continue to support and work with the Public Sector Reform team and Children's Services colleagues in LA's on the GM Care project.	PSR Directorate			X	
--	-----------------	--	--	---	--

Corporate Calendar

For your key activities highlighted above please include quarterly delivery milestones.

Milestones				
Directorates key activities / deliverables	Q1	Q2	Q3	Q4
Promote the funds through regular press releases, the GMCA website, attending relevant business events and conferences	X	X	X	X
Continue to bring forward investment proposals	X	X	X	X
Successfully deploy the devolved Brownfield Grant Programme, unlocking previously disused and derelict housing sites.	X	X	X	X
Ongoing management of funds	X	X	X	X

Directorate: Digital Services

Brief Overview of Directorate

The Digital Services directorate has two dimensions:

1. GM Digital, which comprises a set of externally facing, pan-GM digital initiatives aligned to the GMCA Digital Portfolio of the GMCA, as well as supporting the digital transformation of other GMCA Portfolios such as Education Work & Skills and Reform.
2. Corporate Digital, which delivers, manages and supports digital, data and technology capability for GMFRS and GMCA.

Delivery is achieved through innovative and effective use of technology and data, and collaborative partnerships and ways of working, both internally and with external partners and suppliers.

The two dimensions of activity draw on shared technologies, skills and capacity of members of GMCA Digital Services, but are funded separately through a mix of temporary and permanent budgets and some elements remain separately managed and governed for this reason.

For the purposes of corporate business planning, the activities below are prefaced by either ‘Corporate Digital’ or ‘GM Digital’.

Directorate delivery:

Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly).

- **Corporate Objective 1:** Deliver core and devolved services for the public
- **Corporate Objective 2:** Secure, and manage, funding and investment at Greater Manchester level for agreed activity
- **Corporate Objective 3:** Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues
- **Corporate Objective 4:** Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy

Directorate activities / deliverables	Asks / dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Corporate Digital – DDAT Strategy implementation to enhance GMCA’s cyber, infrastructure, technical architecture and data, under 5 themes: <ol style="list-style-type: none"> 1. Foundations theme 2. Collaboration theme 	Research / IG / People Services	X			

3. Innovation theme					
4. Technology theme					
5. Data theme					
Corporate Digital - Cyber security and risk management	IG / Finance / Audit and Assurance	X			
Corporate Digital - Systems and infrastructure provision and maintenance		X			
Corporate Digital - GMFRS strategic projects delivery	All GMFRS Services / Directorates	X		X	
Corporate Digital - GMCA Corporate Services projects delivery (eg BWO upgrade, intranet, etc.)	Comms & engagement, People Services / Finance / IG	X			X
GM Digital – Priority 1 – Strengthening Communities Digital Inclusion Fund: ensuring residents can get online at hyper local venues and access community-based digital skills and inclusion support within a 15-minute walk from home. Focusing on areas of significant deprivation and target demographics.	Ageing / EW&S		X	X	X
GM Digital – Priority 1 – Digital Inclusion Action Network & Taskforce: supporting set of initiatives and coordination activity, including Public Switched Telephone Network (PSTN) switchover, care leaver programme.	TBC		X	X	X
GM Digital – Priority 2 – Ongoing development of existing and new use cases via the GM Digital Transformation leveraging the GM Digital Platform	IG / Reform / EW&S, Police and Crime / ...	X	X	X	X

GM Digital – Priority 2 – Move from reliance on expensive externally managed service providers, to an internal delivery team that is more cost effective and responsive to GM needs.	Procurement / Legal / IG	X	X	X	
GM Digital – Priority 3 - Digital Innovation and Growth (DIG): leverage existing investments for effective and sustainable support for data and innovation-intensive businesses.	Economy		X	X	X
GM Digital – Priority 3 – Cyber and AI Security Cluster Development: act as a convenor of place to consolidate existing partnerships and develop a sustainable model to facilitate collaboration.	Economy		X	X	X
GM Digital – Priority 3 – Digital Skills Collaboration: work with industry to enhance ownership of digital skills and harness Environmental Social Governance commitments to digital skills and literacy. Broker engagement with all parts of skills system to develop robust talent pipelines. Build business case to incentivise industry investment in workforce development.	EW&S		X	X	X
GM Digital – Priority 4 - Digital Infrastructure Coordination and Development: develop digital infrastructure plans that deliver both increased universal connectivity and enhanced connectivity in innovation clusters, growth locations and investment zones.	Place, Environment		X	X	X
GM Digital – Priority 4 - Delivery of the 5G Innovation Region project - Smart Decarbonisation Network	Place, Environment		X	X	X
GM Digital – Priority 4 - Delivery of GM One Network project			X	X	X
GM Digital – Priority 4 – Development of the GM plan for reinvesting the GM Superfast broadband programme Investment Fund accrued because of higher than forecast take-up			X	X	X
GM Digital – Priority 5 - Collaboration with GMCA Internationalisation team, Marketing Manchester, GM Business Growth Hub and MIDAS to			X	X	X

secure inward investment and raising international awareness, building on initiatives in Priorities 1-4					
---	--	--	--	--	--

Corporate calendar for your key activities highlighted above please include quarterly delivery milestones.

Milestones				
Directorates key activities / deliverables	Q1	Q2	Q3	Q4
Corporate Digital – DDAT Strategy implementation to enhance GMCA’s cyber, infrastructure, technical architecture and data, under 5 themes: <ol style="list-style-type: none"> 1. Foundations theme 2. Collaboration theme 3. Innovation theme 4. Technology them 5. Data theme 	Foundations theme: Set of Policy reviewed, approved and launched Data theme: Data programme agreed; governance in place	Collaboration theme: business partnering arrangement implemented Innovation theme: Microsoft Copilot discovery completed	Foundations theme: Risk management process strengthened	Data theme: Data programme delivered
Corporate Digital - Cyber security programme and risk management	Phase 4 - TVMR-RP002 Phase 4 - TVMR-RP007 Phase 4 - TVMR-RP013	Phase 4 - TVMR-RP006 Phase 4 - TVMR-RP009 Phase 4 - TVMR-RP010	Phase 4 - TVMR-RP011 Phase 4 - TVMR-RP019 IT Health Check Disaster Recovery Test 3	Phase 4 - TVMR-RP021 Phase 4 - TVMR-RP022 IT Health Check (remediation)

	<p>Phase 4 - TVMR-RP017</p> <p>Phase 4 - TVMR-RP008</p> <p>Disaster Recovery Test 1</p> <p>Gartan Remediation</p> <p>NWFC domain trust relationship</p>	<p>Phase 4 - TVMR-RP015</p> <p>Phase 4 - TVMR-RP024</p> <p>Disaster Recovery Test 2</p> <p>Cyber Incident Response Plan Test</p> <p>Gartan DR Test</p> <p>NWFC domain trust relationship</p>	<p>Gartan Remediation</p>	<p>Disaster Recovery Test 4</p> <p>Gartan Remediation</p>
<p>Corporate Digital - Systems and infrastructure provision and maintenance</p>	<p>Windows 11 plan and deploy</p> <p>Bastion implementation</p> <p>Umbraco migration</p>	<p>Windows 11 plan and deploy</p> <p>Rubrik Cloud Migration</p> <p>Umbraco migration</p>	<p>Windows 11 plan and deploy</p> <p>Datacentre Annual Update</p>	<p>Windows 11 plan and deploy</p>
<p>Corporate Digital - GMFRS strategic projects delivery</p>	<p>NWFC CAD – ongoing technical SME input</p> <p>C5.12 - Develop a business case re: a Planning, Performance & Projects Digital Solution (Digital input completed)</p>	<p>C4.1 - GMFRS Intranet project delivered</p> <p>PIP2.3 - Prevention and Protection Digital Transformation Programme - Process mapping of priority 1 processes completed</p>		<p>PIP2.3 - Prevention and Protection Digital Transformation Programme ongoing / on track</p>

Corporate Digital - GMCA Corporate Services projects delivery			BWO upgrade completed	
GM Digital – Priority 1 – Strengthening Communities Digital Inclusion Fund: ensuring residents can get online at hyper local venues and access community-based digital skills and inclusion support within a 15-minute walk from home. Focusing on areas of significant deprivation and target demographics.				Annual GM Digital Inclusion impact report completed
GM Digital – Priority 1 – Digital Inclusion Action Network & Taskforce: supporting set of initiatives and coordination activity, including Public Service Telephone Network (PSTN) switchover, care leaver programme.	PSTN working group established			Annual GM Digital Inclusion impact report completed
GM Digital – Priority 2 – Ongoing development of existing and new use cases for the GM Digital Platform	<p>Early Years – Stockport Pilot Phase 1 complete</p> <p>Early Years – Discovery on wider rollout to schools completed</p> <p>EMIS Integration Project complete (Stockport)</p>	<p>Data Accelerator Programme – MVP build and implementation complete</p> <p>TPP Integration Project complete (Bury and Rochdale)</p>	<p>Victims Gateway – Phase 1 Live</p> <p>Early Years – New Locality onboarded (TBC)</p> <p>Data Accelerator Programme – Phase 2 project identification and definition.</p>	

	MBacc Alpha Project initiated (TBC)			
GM Digital – Priority 2 – Move from reliance on expensive externally managed service providers, to an internal delivery team that is more cost effective and responsive to GM needs.	Procurement Phase 1 – Developer and Infrastructure consolidation complete	Procurement Phase 2 – Master data management solution complete	Procurement Phase 3 – Integration engine solution complete (TBC)	Spending objective review on investment for financial year 24/25
GM Digital – Priority 3 - Digital Innovation and Growth (DIG): leverage existing investments for effective and sustainable support for data and innovation-intensive businesses.	Simple Programme Launched		NPL draft Business Case	Digital Business Support Impact Report
GM Digital – Priority 3 – Cyber and AI Security Cluster Development: act as a convener of place to consolidate existing partnerships and develop a sustainable model to facilitate collaboration.	Revised GM Cyber Governance in place	Cyber corridor brand and strategy	Cyber Strategy action plan	
GM Digital – Priority 3 – Digital Skills Collaboration: work with industry to harness ESG commitments to digital	Refreshed Microsoft GetOn collaboration		GetOn Showcase as part of Digitober	Blueprint for industry engagement

skills. Broker engagement with all parts of skills system to develop robust talent pipelines. Build business case to incentivise industry investment in workforce development.				
GM Digital – Priority 4 - Digital Infrastructure Coordination and Development: develop digital infrastructure plans that deliver both increased universal connectivity and enhanced connectivity in innovation clusters, growth locations and investment zones.		Digital Masterplanning pilot locations identified		
GM Digital – Priority 4 - Delivery of the 5G Innovation Region project - Smart Decarbonisation Network.	Asset surveys/ scoping Architecture design	Stimulation testing environment Early benefits monitoring	Installation of infrastructure	5G Innovation Region project delivered
GM Digital – Priority 4 - Delivery of GM One Network project				
GM Digital – Priority 4 – Development of the GM plan for reinvesting the GM Superfast broadband programme return of gainshare investment fund accrued	Commitment secured to reinvestment		Gainshare Reinvestment proposition	
GM Digital – Priority 5 - Collaboration with GMCA, Marketing Manchester, GM Business Growth Hub and MIDAS to secure inward investment and			Digitober campaign	

raising international awareness, building on initiatives in Priorities 1-4				
---	--	--	--	--

Directorate: Economy

Brief Overview of Directorate: The Economy Directorate delivers against the GMCA Business Plan and priorities in two ways: firstly as the owners of a set of pan-GM economic strategies, plans and initiatives aligned to the GMCA Economy, Business and Inclusive Growth Portfolio, and secondly through the management of the delivery of business and entrepreneurship support programmes aimed at increasing innovation, productivity, international trade and inclusive economic growth. The two dimensions of activity draw on the resources, skills and capacity of members of GMCA Economy Directorate, our relationships with local, national and international networks and partnerships, and funding from a mix of temporary and permanent budgets - some local and some national.

The Directorate manages its work through four areas of activity:

1. Policy and strategy: the Directorate leads on shaping the economic vision and strategy for GM, working with National Government, regional partners and local stakeholders to influence and align economic priorities and maximise economic development, growth and investment across GM, including in innovation.
2. Delivery: of the GM Local Industrial Strategy, GM Innovation Plan, GM International Strategy and Greater Manchester Strategy, coordinating cross cutting priorities with other GMCA directorates and partners, delivering specific projects, commissioning and managing business support and grant programmes, developing business cases and contributing to effective fund management.
3. Insight: Analysing the economic trends of today and tomorrow, driving evidence-led policy and promoting awareness of key issues and trends in Greater Manchester's economy with our stakeholders and partners.
4. Support: Our portfolio holders, other GMCA directorates, partners and stakeholders to make decisions and deliver appropriate governance for decision making, and to integrate GM's economic and industrial priorities and evidence base across the city-region.

Directorate delivery:

Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Policy: Policy and strategy development and implementation in 2024/25 will include:

- Sector Development Plans, GM Investment Plan: the Directorate will steer the development of four Sector Development Plans for each of Greater Manchester's frontier sectors, to help direct the investment pipeline that will sit under the new GM Investment Plan, as well as other resources, and developing new processes to ensure the prioritisation of investment that supports our frontier sectors in the six GM Growth Locations and wider investment-based activities across Greater Manchester. This will identify sector-specific requirements to maximise opportunities for innovation-led growth and productivity improvements, covering sector leadership, research and innovation, skills development, local infrastructure improvements, business support, and planning and development. This will require close collaboration actors Economy-Place, Digital, Environment and Research Directorates, with particular need to integrate this work with the work of the Place Directorate to integrate sector development plans with the investment plan and Growth Locations work.
- In delivering the Greater Manchester Investment Zone, the Directorate will be managing the decision-making structures and policies required to plan the first year allocation of £9 million to Investment Zone projects and develop the spending profile for these projects; undertake detailed planning of subsequent years of investment. This will require regular discussion and co-design with GM partners, particularly via the new Investment Zone Advisory Board, to develop projects in line with business priorities. In collaboration with GM's Universities, Local Authorities, GM Business Growth Hub and other project leads, the Directorate will continue to work up programme briefs for projects within the flexible funding package.
- The Directorate will continue to implement three areas of the GM Trailblazer Devolution Deal, which have a collective remit to increase the influence of the City-region in national policy making and enable National Government to have a greater understanding of and stake in delivery locally. These are the Strategic Innovation Partnership with Department of Science Innovation and Technology (including UKRI), driving the work of the new Trade and Investment Board with Department of Business and Trade and the Office for Investment and the Strategic Productivity Partnership with Department of Business and Trade. The Directorate will also be supporting the transition to a Single Settlement funding model with Government, particularly in the design and delivery of the 'Local Growth' functions, funding, outcomes and outputs.

- Foundational Economy policy programme: this year the Directorate will review GM's foundational economy programme as agreed with the GM Business Board, identifying where GM can make further and faster progress in its ambitions by working collaboratively with other Directorates and members of the GM family (e.g. the Integrated Care Service), and other stakeholders, and where we need new policies and programmes that address key challenges.
- The Directorate will continue driving Greater Manchester's Real Living Wage policy and campaign, and in 2024/25 will refresh the action plans and set new targets across the six workstreams of the Living Wage Action Group to enhance campaign activity for the final year of the 2021-2024 plan. We will also produce a new overarching action plan with new targets for the Living Wage campaign across 2024-2027.
- The Greater Manchester Good Employment Charter will continue to be overseen and supported by the Directorate, to support the Charter unit's work to grow membership and supporter numbers. The Directorate will enable and assist the unit to undertake evaluation and research to shape and inform future activity and campaigns.
- In 2024/25 the Directorate will steer the refresh of the Greater Manchester Local Industrial Strategy, International Strategy and Innovation Plan, developing new evidence and policy where needed, using effective engagement and consultation, and drawing on best practice. All of this activity will be conducted under and need to reflect the implications for Greater Manchester's economic strategy of elections in 2024, taking place locally, nationally and internationally.

Delivery: Delivery led by the Directorate in 2024/25 will include:

- The Greater Manchester Investment Zone Programme will deliver £180m support for GM's Advanced Materials and Manufacturing sector over the next 10 year. Activity this year will include the management and distribution of the first year allocation of £9 million to Investment Zone projects by establishing the required mechanisms to distribute funding to projects in the city region and support their ongoing progress, management and reporting of outputs and outcomes locally and to DLUHC.
- The continued delivery of the Greater Manchester Innovation Plan and supporting the workplan of the Innovation Greater Manchester Partnership including by managing the delivery of the £33m Greater Manchester Innovation Accelerator and the priority workstreams under the MOU signed between the city-region and InnovateUK.
- The Directorate will continue to drive the successful delivery of a portfolio of locally and nationally funded programmes to support businesses and entrepreneurs in Greater Manchester, working with GM local authorities, universities, the GM

Business Growth Hub, and wider delivery partners and stakeholders. This will include delivery of UK Shared Prosperity Fund interventions such as the Local Business Support Programme, Build A Business in GM Libraries, and the Innovation Ecosystem Navigation Service, as well continuing in our role as the Accountable Body for the Department of Business and Trade's 'Made Smarter' programme across North West England.

- In 2024/25 the Directorate designed and led Foundation Economy Innovation Fund programme will move into phase 2 of its first challenge call. The Directorate will continue to engage with and support the innovation projects in the programme and manage an evaluation of the programme to gain insights into successes and challenges. This year there will also be a focus on strategic communications activity around the programme to raise the fund's profile and highlight the innovations that have been developed to address issues affecting this part of the economy. The learning and insight from the first challenge call will also be used to design and deliver a second challenge call.
- The Directorate will develop and implement actions collaboratively with the Place Directorate and external partners to deliver opportunities identified in Sector Development Plans. This includes the development of potential future funding packages to support the growth of these sectors and establishing an approach to assess the success of sector development plan activity.
- The Directorate has been increasing its focus on policy that supports GM to transition to a low carbon economy, including by steering the work of the Bee Net Zero partnership. The partnership is delivering a programme of activity and campaigns to help GM businesses decarbonise in line with GM's 2038 carbon neutrality target, whilst also growing the Low Carbon Goods and Services sector in GM. In delivering this work, the Directorate is collaborating with the Environment, Skills, Communications and Digital Directorates in the GMCA, and is working with partners including GM Business Growth Hub, Marketing Manchester, TfGM, MIDAS and a wide range of businesses across the city-region.
- The Directorate will also facilitate the delivery of the Greater Manchester Business Board Workplan for 2024/25. This will include supporting the development of a new model for the Board, with the Business Board fully integrated with GMCA to ensure it can be as ambitious as possible, maintaining a strong business voice at the heart of Greater Manchester and maximising economic growth across the city region. Another focus will be harnessing the insight, experience and expertise of the private sector to drive key GM priorities that will focus on areas where the Board can bring most added value while allowing for agility to respond to emerging issues. The Directorate will also facilitate the Board to agree its action plan against a framework of GMS-related priorities with GMCA. Key thematic activities will build on the Board's priorities of creating an effective innovation ecosystem across the city region, ensuring our businesses are on a journey to Net Zero and putting employers at the centre of a joined-up employment and skills network. The Board will also be supported to

work with partners to support business to address inequalities; explore the long-term possibilities presented by innovations such as AI; and promote Greater Manchester to local, national and global audiences.

- Manage the delivery of the International Strategy ensuring that GM is well positioned to meet targets and objectives set out, including by: developing and implementing a clear GM Export narrative and ecosystem, ensuring that businesses have a clear path to export support in the city-region, and working with key stakeholders to develop activity around key markets and opportunity markets within the international strategy such as Japan, Germany, Australia and the US.
- Continuing to develop the Greater Manchester Graphene and Advanced Materials and Manufacturing Alliance, formed under the GM Local Industrial Strategy, including via evolving its form and function as part of evolution from Strategic Implementation Group to more formal Board, Development of Sector Development Plan in context of Investment Zone and wider GM Investment Plan, and agree a governance model in relation to Investment Zone (including Advisory Board) and Innovation GM reporting structures.

Insight: Analysis and evidence-led initiatives in 2024/25 will include:

- The GM Business Board will be supported to develop a 'Foresight' programme exploring two issues or factors affecting Greater Manchester's economy this year. One of these will be the opportunities and challenges presented by innovations such as the growth of AI to Greater Manchester and how this can be used to deliver the vision of a greener, fairer and more prosperous city-region.
- The Directorate will also be driving up our intelligence and insight in relation to the performance of Greater Manchester's innovation ecosystem this year, by working with the Innovation Greater Manchester Partnership and Government on a refresh of the GM Science and Innovation Audit, and an in-house project to understand how we can measure the connectedness of the ecosystem. The ongoing co-designed evaluation of the GM Innovation Accelerator programme will also inform future policy and strategy around devolution.
- We will also continue to actively evaluate our portfolio of commissioned and managed business support programmes to inform future policy and programme design including the Foundational Economy Innovation Fund, the Innovation Ecosystem navigation service, new support testing ways to reduce inequalities in access to, and outcomes of, using business support, and the innovative leadership and management programme – OpenSME. The Directorate is closely supported in this work by the Research Directorate and independent external evaluators.
- The Directorate is also being supported by the GMCA Research Directorate to understand and address gaps in our sector intelligence related to the four frontier sectors. We will continue to collaborate with internal and external stakeholders to

scope out and determine the need for future studies, which could enhance our understanding of these sectors and optimise the delivery of sector development activities that support the commitments in the Local Industrial Strategy, Innovation Plan and Greater Manchester Strategy as well as the new Investment Plan.

- The Directorate will continue to manage the Greater Manchester Economic Resilience Group, which has become instituted as a key forum for exchanging intelligence about the city-region's economy and how it is responding to challenges from Covid19 to EU-Exit and the cost-of-living crisis. The group brings together research and intelligence from GMCA Research Directorate business and skills leads, the Chamber of Commerce, GM Business Growth Hub, Federation of Small Businesses, GMCVO, TfGM, Department of Work and pensions, Bank of England and others.

Support: across the portfolio and with wider stakeholders for effective decision-making and integration in 2024/25 will include:

- Supporting the Strategy Directorate to deliver the GMS Refresh and any new delivery plans, integrating the new commitments and vision into our economic strategy, policy and programmes.
- The Directorate will also work with the Equalities Panels to develop proposals for new actions that support an Inclusive Economy for inclusion in the updated Greater Manchester Strategy, and improve equality and diversity work across existing inclusive economy programmes, such as the Good Employment Charter and Social Enterprise Advisory Group
- Continuing to deliver the ambitions in the GM Local Industrial Strategy and supporting Greater Manchester's Local Authorities to develop and deliver their Economic Strategies and plans, including through the newly reformed GM Economy Board - Chaired by the Elected Portfolio holder for Economy, Business and Inclusive Growth – and the Local Industrial Strategy Programme Delivery Executive.
- Continuing to support the development of the strategy, programmes and investments around Atom Valley as linked to the ambitions in the GM Local Industrial Strategy – including GAMMA – by continuing to embed and develop the Advanced Machinery and Productivity Institute and Sustainable Materials and Manufacturing Centre, and by working with the network of catapult centres, including through the MOU with the High Value manufacturing Catapult.
- Collaborate with Place Directorate colleagues to accurately map and understand ongoing projects related to frontier sectors in growth locations, identify potential opportunities for future projects related to frontier sectors and establish mechanisms to continuously track and prioritize frontier sector development activities in these locations.
- Continuing to deliver a programme of impactful communications, highlighting key priorities, investments and policy of the portfolio, ensuring businesses are aware of key agendas and programmes, and continuing Greater Manchester's

reputation for leading evidence-based economic policy via communications and advocacy work aimed at other places and regions, national policy makers and the international policy community.

- Maintaining an effective programme of Governance and decision-making via continued management of the programmes of the Greater Manchester Business Board, Economy Board, Local Industrial Strategy delivery Executive, Social Enterprise Advisory Group and by supporting the delivery of the Innovation Greater Manchester Partnership and it's workplan.
- Working to enable effective influence, policy co-design and decision-making (where appropriate) with National Government through the Strategic Innovation Partnership, Strategic Productivity Partnership and Trade and Investment Board

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)

- **Corporate Objective 1: Deliver core and devolved services for the public**
- **Corporate Objective 2: Secure, and manage, funding and investment at Greater Manchester level for agreed activity**
- **Corporate Objective 3: Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues**
- **Corporate Objective 4: Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy**

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Corporate Objective 1: Deliver core and devolved services for the public					
Effective delivery of a portfolio of locally and nationally funded programmes to support businesses and entrepreneurs in Greater	This requires effective support from the finance,	X	X	X	

<p>Manchester, working with GM local authorities, universities, the GM Business Growth Hub, and wider delivery partners and stakeholders. This will include delivery of UK Shared Prosperity Fund interventions such as the Local Business Support Programme, Build A Business in GM Libraries, and the Innovation Ecosystem Navigation Service, as well continuing in our role as the Accountable Body for the Department of Business and Trade's 'Made Smarter' programme across North West England. This also includes the core funding for Marketing Manchester and MIDAS.</p>	<p>legal and commercial functions of GMCA and integrated work with the UKSPF team.</p>				
<p>Working with InnovateUK to manage the delivery of the 10 projects being supported via the £33m Greater Manchester Innovation Accelerator programme, which is testing out new ways of delivering strategic innovation funding at a city-region level.</p>	<p>This requires support from GMCA Research on the evaluation of the programme, and Communications to highlight the impacts of the projects and learning.</p>	X			X
<p>Corporate Objective 2: Secure, and manage, funding and investment at Greater Manchester level for agreed activity</p>					
<p>The GM Investment Zone will deliver a programme of £180m support for GM's Advanced Materials and Manufacturing sector over the next 10 years. It is a new programme that will change the way we invest in our priority sectors and innovation assets.</p>	<p>The programme requires us to work with HMT and DHLUC externally, and will require integrated work with Place, Work and Skills, Digital, Environment, and Research Directorates and the legal, commercial, finance and communications functions of the GMCA.</p>		X		

The Foundational Economy Innovation Fund, whose innovate design and approach has been recognised by The Cabinet Office in an award nomination. The Fund will continue to support its original cohort of innovations and move to a second challenge call.	Support from the legal, commercial, finance and communications functions of the GMCA.		X		
Effective delivery of a portfolio of locally and nationally funded programmes to support businesses and entrepreneurs in Greater Manchester, including those programmes delivered using UKSPF monies – Supporting Local Business theme and Retained Business Rates.	This requires effective support from the finance, legal and commercial functions of GMCA and integrated work with the UKSPF team.	X	X		
The development of four Sector Development Plans for each of Greater Manchester's frontier sectors, to help direct the investment pipeline that will sit under the new GM Investment Plan, as well as other resources, and developing new processes to ensure the prioritisation of investment that supports our frontier sectors in the sic GM Growth Locations.	This will require close collaboration with the Place Directorate on the Growth Locations work as well as the Research, Environment, Digital, and Skills Directorates, as well as all ten GM Local Authorities.		X		X
Corporate Objective 3: Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues					
Continuing to manage the GM Economic Resilience Group which has become instituted as a key forum for exchanging intelligence about the city-region's economy and how it is responding to challenges from Covid19 to EU-Exit and the cost-of-living crisis. The group brings together research and intelligence from GMCA Research Directorate business and skills leads, the Chamber of Commerce, GM Business Growth Hub, Federation of Small	Support is required from the GMCA Research team, our Local Authorities, and a wide range of external partners.			X	X

Businesses, GMCVO, TfGM, Department of Work and pensions, Bank of England and others.					
The development of four Sector Development Plans for each of Greater Manchester's frontier sectors, to help direct the investment pipeline that will sit under the new GM Investment Plan, as well as other resources, and developing new processes to ensure the prioritisation of investment that supports our frontier sectors in the sic GM Growth Locations.	This will require close collaboration with the Place Directorate on the Growth Locations work as well as the Research, Environment, Digital, and Skills Directorates, as well as all ten GM Local Authorities.				
Through the work of the Directorate to support the delivery of the VCSE Accord and coordinate the activity of the Social Enterprise Advisory Group, we will ensure that GM has a consistent and leading approach to supporting the development of the VCSE sector and it's supporting structures	Support is needed from GMCA Strategy Directorate.			X	X
Corporate Objective 4: Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy					
Coordinate effective economic strategy, policy and decision-making through effective management of the work of the Local Industrial Strategy Programme Delivery Executive and GM Economy Board, and the Investment Zone Advisory Board.	The LIS PDE and Economy Board are supported by policy and strategy directorates across GMCA, external partners and GMCA Governance.			X	X
Effective Business representations and voice will continue to be delivered through the management and facilitation of the GM Business Board.	The Business Board works with a range of CA directorates and partners including the GM			X	X

	Business Growth Hub, TfGM and the districts, and is supported by GMCA Governance.				
We will continue to pioneer new thinking and strategy around innovation policy by supporting the triple-helix Innovation Greater Manchester Partnership.					X
Through the work of the Directorate to support the delivery of the VCSE Accord and coordinate the activity of the Social Enterprise Advisory Group, we will ensure that GM has a consistent and leading approach to supporting the development of the VCSE sector and it's supporting structures.	Support is needed from GMCA Strategy Directorate.				X
RLW Taskforce and Good Employment Charter	The RLW Taskforce works closely with Mayor's Office, the RLW Foundation and partners. The GEC Unit is part of the GM Business Growth Hub.			X	X
The Directorate will continue to drive a coordinated approach to increasing GM's international trade, exports and investment via managing the implementation of designated elements of the GM International Strategy.	The strategy is dependent on joint management with the Strategy Directorate, and support from Communications functions and other policy teams (e.g. Digital and Environment), as well as external stakeholders including MIDAS, GM Universities and the				

	Chamber of Commerce and GM Business Growth Hub				
Corporate Calendar					
For your key activities highlighted above please include quarterly delivery milestones.					
Milestones					
Directorates key activities / deliverables	Q1	Q2	Q3	Q4	
Foundational Economy Innovation Fund V1 – phase two grants awarded and projects initiated	X				
Foundational Economy Innovation Fund V2 – Scope agreed of second iteration of fund and expression of interest launched		X			
Sector Development Plans – Completion of 4X sector development plans with alignment to Investment Plan and Investment Pipeline		X	X		
RLW – Refresh action plans and set targets across the six workstreams of the Living Wage Action Group	X				
RLW – Produced an action plan with new targets for the Living Wage Campaign across 2024-2027				X	
VCSE Engagement – Produce a report on the ‘art of the possible’ in relation to the sector’s role in creating an inclusive economy		X			

Good Employment – Supported the delivery of Good Employment Week		X		
SEAG – Delivered a series of events for Social Enterprises to raise the profile in GM				X
SEAG – Completion of GM ‘state of social enterprises’ research piece			X	
GM Business Board – Action Plan agreed setting out Board priorities, leads, key deliverables and metrics.	X			
GM Business Board – Performance against these targets reported in line with the GMS performance management schedule to ensure the programme remains on track.		X		X

Directorate: Education, Work and Skills

Brief Overview of Education, Work & Skills Directorate

1. Our Objectives

The goals we are working towards are built around the needs of our people, our employers and our economy.

For our people, the focus is on offering a clear line of sight from education into the Greater Manchester economy. This is about giving every resident access to good jobs and inclusive opportunities, supported by a fit-for-purpose skills system that equips residents with the skills they need for life and work. As our people move towards the labour market, we want to ensure they are

supported to enter and sustain good employment at all levels and, having done so, to ensure they are able to progress, develop and reach potential through upskilling and re-skilling.

For employers, our goal is to make it easier to navigate the system so that they can more easily play their part as proactive strategic partners in the labour market. This means, on the one hand, investment in skills and co-design of our skills system and curriculum, creating good jobs and recruiting a diverse and resilient talent pipeline. And on the other, enabling employers to access to a system that is flexible, resilient and adaptable, ensuring that the education, skills and training offer available in GM genuinely meets their needs and the needs of a rapidly-changing, 21st century world of work.

And for our place, a place-focused economy that is prosperous, resilient, inclusive/fair, and sustainable, offering opportunity and raising aspirations for all.

2. Current Activity and Funding

The work we do impacts on people's lives throughout the 'grow up, get on, grow old' journey set out in GMS. In broad terms, this work can be marshalled under three banners:

- Youth Employment & Opportunities
- Adult Skills
- Inclusive Employment

Through all of these, advancing equality is key. This begins with helping give young people agency and information for early education choices, to supporting residents into (or back to) work. Later, it encompasses helping people to progress in, or change, their career, and helping older residents who want to live fuller and longer working lives. Through all of this activity and its focus on inclusive employment, strong employer engagement is a golden thread, recognising the part that employers must play, both as proactive strategic partners in, and as beneficiaries of, an integrated technical education, skills and work system for Greater Manchester.

Whilst the EWS agenda is often seen as being focused on commissioned programmes and services, in reality those programmes are the tip of the iceberg. The scope of our work is vast, encompassing policy, strategy and delivery, both direct and commissioned. They include specific enabling commitments so that our residents are able to access services and thrive in day-to-day life, such as guaranteeing digital inclusion for everyone, including getting under 25s, over 75s, and disabled people online.



In developing and delivering this activity, GM's unique range of devolved functions across inter-related policy areas of skills, work and health, opens up new possibilities and ways of working to achieve better outcomes and make more effective use of resources.

Following the Trailblazer devolution deal and forthcoming Single Settlement, policy development is increasingly important and will require us to use all the evidence and insight at our disposal to develop and weigh options that lead to solutions that will deliver positive change and the best outcomes for our people and our place. It also involves amplifying our engagement with our local authorities, central government, the 'M10' group of mayoral combined

authorities and other partners and stakeholders, particularly our residents and businesses, and shifting the emphasis in dialogue in those areas in which Greater Manchester has increased agency to set our own direction.

The strategies arising from those considerations are delivered both through partnership working, influencing and convening, and through commissioned programmes and services. Where commissioned, those programmes and services have, at their core, a strong focus on social value, increasing emphasis on co-design; they are managed, assured and evaluated in ways that provide both robust stewardship of public funds and learning that feeds into future policy development and service design.

Some (non-exhaustive) examples of activities under each of the three banners are shown below:

In addition to the large-scale national programmes, GMCA holds around 100 locally commissioned contracts for education, skills and employment support, collectively worth in the region of £150 million a year, ranging from the devolved Adult Education Budget and the Working Well suite of employment support.

YOUTH EMPLOYMENT & OPPORTUNITIES 

Digital Tools: GMACS, C4L and Our Pass

Good careers provision: Meet Your Future and The Enterprise Adviser Network, GM Community of Careers Practice

Help YP engage/re-engage in learning and work
GM Baccalaureate, NEET provision

ADULT SKILLS 

Encourage and Acquire Skills: Adult Education Budget, ESOL, LA grants, (learner support), community grants, UKSPF

Develop and reskill: Industry Intelligence, Skills for Growth Bootcamps, Strategic development with providers

INCLUSIVE EMPLOYMENT 

Person centred support that targets most in need and tackles inequalities in the labour market: WW, UKSPF

Testing new models of delivery though the Working Well programmes- IPSPC

Integrating all employment support through partnership and locality working

Through those programmes and services, we have supported hundreds of thousands of residents, tens of thousands of employers, and are increasingly using commissioning levers to ensure that resources are prioritised for the cohorts, neighbourhoods and sectors most in need of support.

3. Trailblazer Deeper Devolution

Devolution offers a number of opportunities and challenges, with growing agency to develop and shape place-based policy rather than operating within parameters determined nationally. But policy development is not the only area of focus.

Looking to the 'Department style' single funding settlement, we must lay groundwork for significant elements of adult skills functions / funding moving into a single pot covering a range of CA functions in the next spending review:

- With our understanding of delivery on the ground, including gaps, overlap, duplication and unhelpful competition, a key policy priority will be to improve join-up and simplification of interrelated policy and funding in the round, rather than being

KEY ACHIEVEMENTS

<p>120,000 </p> <p>young people using the GMACS careers website to plan their next steps</p> <p>200 Business volunteers strategically supporting schools/colleges</p> <p>5,300 young people supported through NEET provision</p> <p>2,000 Returned to education</p>	<p>500,000 </p> <p>qualifications gained</p> <p>200,000 people accessed adult education courses</p> <p>25,000 people upskilled/retrained through Skills for Growth</p> <p>3,800 enterprises supported</p>	<p>70,000 </p> <p>residents supported</p> <p>25,000 people helped into work</p> <p>28,000 supported have a health condition or disability</p> <p>21,000 supported are age 50+</p>
--	--	--

driven by siloed programme eligibility/focus (for example, looking for efficiencies and join-up where there are skills and work themes across innovation, environment, justice, PSR, etc)

- A robustly evidenced business case/outcome framework, focused on need and informed by user voice will be more important than ever.

We also face more exacting local and national accountability arrangements, both in relation to GM's Trailblazer and in the wider government agenda around MCA accountability, led by the Office for Local Government (Oflog) as announced in the Levelling Up White Paper:

- Decision-making must be more transparent, robust and defensible, and lead to demonstrable improvements in outcomes for our residents and economy with the public funds we spend
- New governance arrangements must be embedded, working with our key local partners, central government and sector experts, to not only provide the requisite oversight of decision-making but the system direction and leadership that will be at the heart of harnessing the opportunities of devolution.

4. Forward Look

The devolution Trailblazer, along with a number of other shifts that are coming in the political and fiscal landscape, will change the environment in which we are working, and opens up new possibilities to do things differently in pursuit of a fairer, greener, more prosperous Greater Manchester.

In May 2024, local elections will take place and Greater Manchester will hold its third mayoral election. A general election must also take place before January 2025; this will lead to some policy shifts and programme changes, regardless of which mayoral manifesto succeeds and which political party forms the next government.

The next business cycle will also see a transitional phase as a number of significant funding streams come to an end; clarity around 'successor' funding for a range of current activity is likely to be some way away, pending the next Spending Review (SR) period in FY2025/26. Against that backdrop, across the three headline areas of activity, there will particular emphasis on:

- Youth Employment and Opportunities: A system wide and coordinated GM approach to supporting young people thrive in the GM economy from primary to adulthood, that focuses on inspiration, equity of access to opportunities and creating a clear line of sight. Putting young people in the driving seat and inviting more employers to help bridge the gap.

- Adult Skills: Simplifying the approach to adult skills under one responsive funding system, (for residents, employers and skills and training organisations). Supporting both basic and high growth skills.
- Inclusive Employment: Driving the development of a consistent and integrated Working Well system to better support long term unemployed and people with health conditions or disability into work or to stay in work.

More broadly, there will be strong focus on:

- Responding to Mayoral priorities and the political landscape
- Responding to GMS
- Connecting to sector plans
- Simplifying the programme landscape
- Playing our part in policy change including exploring a Joint Inclusive Employment Unit
- Developing and delivering on our role in driving an integrated technical education, skills and work system.

Directorate delivery:

Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)

- **Corporate Objective 1: Deliver core and devolved services for the public**
- **Corporate Objective 2: Secure, and manage, funding and investment at Greater Manchester level for agreed activity**
- **Corporate Objective 3: Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues**
- **Corporate Objective 4: Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy**

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
<p>A: INCLUSIVE EMPLOYMENT</p> <p>Driving the development of an integrated GM Inclusive Employment system to better support unemployed people and those with health conditions or disability into work or to stay in work.</p> <p>Our activities will deliver a more coordinated system across employment, skills, health and other thematic landscapes, and</p>	See base of table	X	X	X	X

<p>maximise existing/upcoming funding and delivery opportunities. This will ultimately support those residents experiencing barriers and disadvantage to access, sustain and progress good quality jobs.</p>					
<p>B: YOUTH EMPLOYMENT & OPPORTUNITIES</p> <p>A system wide and coordinated GM approach to supporting young people thrive in the GM economy from primary to adulthood, that focuses on inspiration, equity of access to opportunities and creating a clear line of sight. Putting young people in the driving seat and inviting more employers to help bridge the gap.</p> <p>Our activities will develop the systems and tools to support and help prepare young people to actively participate and thrive in the economy to increase fair access to the opportunities available across the sub-region. This will be done by focusing on quality of provision, quality and relevant encounters with employers, supporting those with economic disadvantage and barriers, amplifying technical & vocational education and apprenticeships and being responsive to the needs of the economy.</p>		X	X	X	X
<p>C: ADULT SKILLS</p> <p>Simplifying the approach to adult skills under one responsive funding system, (for residents, employers and skills and training organisations). Supporting both basic and high growth skills.</p> <p>Our activities will support the transition from multiple skills programmes to a simplified adult skills fund which will support residents to engage in learning, gain essential skills for life and work and ensure residents have the skills to enter and progress in the labour market- By reducing the complexity of funding together will also support employers to understand where they can</p>		X	X	X	X

access skills for their talent pipeline and will have clarity on where their investment is needed to enhance provision.					
<p>D: EMPLOYER ENGAGEMENT</p> <p>Ensure that employers in GM are playing their part through investment and co-design of our skills system and curriculum. That they have access to a system that is flexible, resilient and adaptable enabling them to recruit a diverse and resilient talent pipeline, creating good jobs and able to meet their needs in a rapidly-changing, 21st century world.</p> <p>Our activities will create a cohesive approach for EWS to engage with GM employers that adds value to into commissioning, policy and strategy of the CA and simplifies the way in which employers engage with EWS. This will be done by developing a simplified set of processes and systems that capture employer activity, employer interests and are employer informed. They will align GMCA employer activities with the intelligence we have, so that employers are at the heart of connecting to and investing in a talented workforce.</p>		X	X	X	X
<p>E: EQUALITIES</p> <p>Ensure an evidence-based approach is taken to our work which aims to reduce inequalities and target those most in need.</p> <p>Our activities will use the data (demographic and national as well as locally collected) to effectively target, shape and shift our policy and delivery to ensure all our work is underpinned by the ambition to remove barriers for underrepresented groups and individuals – those with protected characteristics or experiencing wider socio-economic disadvantage due to a range of barriers.</p>		X	X	X	X
Asks / Dependencies on other Directorates:					

EWS as per previous business planning cycles will continue to require the sustained support and inputs of key corporate services to progress our activities. These include Commercial/Legal, Finance, Information Governance, Digital teams. Without agreed support and resource EWS will be unable to progress at pace its activities and in particular those involving commissioning of services. Continued work with the Research team will be required to work alongside our teams to further develop our work from policy and strategic thinking to end evaluation and learning.

In addition, as Single Settlement approaches, EWS expects to work more closely with other delivery focussed Directorates including PSR, Green Economy, Digital and Business Support to ensure future interventions can be developed to maximise outcomes whilst offering value for money.

Corporate Calendar

For your key activities highlighted above please include quarterly delivery milestones.

Milestones

Directorates key activities / deliverables	Q1	Q2	Q3	Q4
A: INCLUSIVE EMPLOYMENT <ol style="list-style-type: none"> 1. Progress the development and go live of Joint Inclusive Employment Unit between NHS GM, GMCA and other partners. 2. Continue to build evidence base of 'what works' in employment support for different cohorts of residents 3. Develop and commission a fully integrated Universal Support programme in GM 4. Further develop the Working Well system to maximise delivery for highest impact for residents 		X	X (DWP dependent)	X (ongoing) X (Ongoing)
B: YOUTH EMPLOYMENT & OPPORTUNITIES				

<ol style="list-style-type: none"> 1. Implement and evaluate year one of the careers community of practice and develop the year 2 approach with the education and employer community 2. Develop a sector focused strategy that delivers increased quality experiences of the workplace underpinning the 7 Gateways 3. Deliver on the Greater Manchester Baccalaureate Pilot 4. Ensure that the Employer Integration Board and Employer Support Action Networks deliver on their remits in support of the integrated technical education city region 5. Develop a strategy to become a regional leader for youth employment 6. Implement phase 1 of the careers devolution including the roll out of primary 		<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p>
<p>C: ADULT SKILLS</p> <ol style="list-style-type: none"> 1. Progress transition activity ahead of Single Settlement starting in 2025/26: including the development of a destination tracking system to support progression & job outcomes. 2. Continue the delivery of Adult Skills programmes (AEB/Bootcamps/FCFJ/Multiply) ensuring performance targets connected to Single Settlement requirements are met. 3. Define the local priorities to help shape the Adult Skills funding policy and principles of delivery. 			<p>X</p>	<p>X</p> <p>X (Ongoing)</p>
<p>D: EMPLOYER ENGAGEMENT</p> <ol style="list-style-type: none"> 1. Commission and implement a fit for purpose CRM that captures real time employer engagement across all priorities 			<p>X</p>	

<p>2. Relaunch the GM Skills Observatory, including the development of the EWS Sector Skills Function, to capture the deep understanding and insights of the approaches taken by employers to skills and employment issues.</p> <p>3. Develop a functioning operating model for the Employer Integration Board and Employer Supporter Action Network that speaks to the 7 Gateways</p> <p>4. Scope feasibility of EWS Employer Engagement function, based on desire to increase the involvement of employers in informing and delivering skills provision suited to their needs through active engagement (ongoing)</p>	<p>X</p> <p>X</p>			<p>X (ongoing)</p>
<p>E: EQUALITIES</p> <p>1. Develop and embed EWS approach to equalities across all our work including the use of Equalities Impact Assessments.</p> <p>2. Build on existing tracking and monitoring systems to ensure our programmes are reaching all underrepresented groups and achieving outcomes in an equitable way.</p> <p>3. Proactively adapt programme delivery to ensure equitable outcomes for underrepresented groups</p>				<p>X (Ongoing)</p> <p>X (Ongoing)</p> <p>X (Ongoing)</p>

Directorate: Environment

Brief Overview of Directorate

The Environment Directorate has 29 staff members that work across three teams: Low Carbon, Natural Environment and Sustainable Consumption and Production. The key priority for the Environment Directorate is to continue delivery of the Five-

Year Environment Plan. This overarching priority will also aid in the implementation of the priorities in the GMCA business plan and Greater Manchester Strategy. The Directorate is delivering strategies, policies and programmes addressing the following key areas:

Low Carbon	Sustainable Consumption/Production	Natural Environment
Local renewable energy generation & storage	Circular economy & sustainable waste management	Biodiversity and nature recovery
Decarbonisation of Heat	Food waste reduction	Nature based solutions
Domestic and public building retrofit	Behaviour change	Water quality
Communications and Research to support these and other topics		

The key deliverables in 2024-5 include publishing the next 5 Year Environment Plan, Local Nature Recovery Strategy and Climate Change Risk Assessment. We will continue to deliver grant funded programmes for domestic and public building retrofit and prepare these for devolved funding from 2025. We will continue to support delivery of heat networks, renewable energy generation & storage through development of investment Outline Business Cases through the Net Zero Accelerator. Internally, we will support the GMCA Sustainable Strategy Group, particularly in the assessment of Scope 3 emissions and proposing mitigation measures. There will be a significant focus on behaviour change, engagement and communications activities.

Directorate delivery:

Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)

- **Corporate Objective 1:** Deliver core and devolved services for the public.
- **Corporate Objective 2:** Secure, and manage, funding and investment at Greater Manchester level for agreed activity.
- **Corporate Objective 3:** Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues.
- **Corporate Objective 4:** Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy.

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Low Carbon					
Commence development of the Local Area Energy Plan Outline Business Cases to accelerate delivery across Renewable Energy, Decarbonisation of Heat and Retrofit (Non domestic and Domestic)	Place Directorate and Core Investment			X	
Deliver Net Zero Accelerator Project	Place, Economy, Skills and Core Investment		X	X	X
Deliver whole house retrofit to circa 2000 fuel poor/low-income GM properties as part of Energy Company Obligation 4	Place (Housing Strategy)			X	
Oversee accelerated air source heat pump delivery through Octopus/Daikin/Your Home Better offer and others	Economy and Communications		X	X	
Support the deployment of innovative heat, digital and finance solutions across in GM via Daikin	Digital		X	X	

Support the realisation of the Retrofit Task Force across its 3 workstreams namely Direct Delivery, Skill's, and Finance	Skills and Finance			X	X
Support the Your Home Better 'Willing to Pay' offer, to expand the delivery supply chain across the suite of necessary measures	Economy			X	
Provide circa 15,000 residents with in-person advice as part of the Local Energy Advice Demonstrator	Communications			X	
Deliver retrofit to social homes through the Social Housing Decarbonisation Fund Wave 2, delivering 60% of grant funding in 24/25	Place Directorate with increased support from Skills and Workforce		X	X	
Continue to deliver decarbonisation of the public estate through the Public Sector Decarbonisation Scheme	Place, Estates and Core Investment		X	X	X
Deliver a schools solar PV offer: phase 1				X	
Support the Energy Innovation Agency to bring forward new technologies			X	X	
Continue programme evaluation for Public Sector Decarbonisation Scheme, Social Housing Decarbonisation Fund and Local Energy Advice Demonstrator	Research		X	X	
Commission data visualisation and dynamic data input development for the Local Area Energy Plans and Building Decarbonisation Plans	Research and Digital			X	X
Support digital to deliver a GMCA Data Analytics Platform (Environment)	Digital team to deliver			X	X
Natural Environment					
Launch, award funding and support delivery of community projects through the Green Spaces Fund (subject to Mayoral election outcome)					

Continue to support the Greater Manchester Environment Fund					X
Bring forward Biodiversity Net Gain offset sites with local authorities to generate a local offset market			X		
Deliver Nature Based Solutions projects including Walkden Sustainable Urban Drainage Systems (SUDS) Neighbourhood and SUDS Design Guide with TfGM					X
Continue drafting and development of the Local Nature Recovery Strategy					X
Continue development of the GM adaptation plan, publishing a GM Climate Change Risk Assessment and evidence base	Research Team				X
Close the EU-LIFE funded Natural Course project and embed the legacy of the project in ongoing GMCA work			X		
Sustainable Consumption and Production					
Support delivery of three textiles sub groups - data mapping, recyclables, productions				X	
Work with GMFRS to develop scope 3 emissions work with districts				X	X
Encourage the commercial sector to move to recycling services	Waste			X	
Deliver Eco refill schools pilot				X	
Support food waste reduction and redistribution initiatives				X	
Work with districts through the single use plastic (SUP) working group to develop programme for SUP reduction				X	
Support the delivery of the food vision for GM				X	
Develop GM's Zero Waste Strategy	Waste			X	X

Continue research on circular economy and sustainable water management with universities - CIRCUit: CE in the Build Environment, Resource Flow/Consumption Mapping, Plastics - Plastic Centre of Excellence				X	
Deliver Phase 2 of the behavioural insights work to support sustainable lifestyles				X	
Cross-cutting					
Deliver Green Summit 2024	Communications			X	X
Deliver listening events to feed into next Five Year Environment Plan	Communications			X	X
Complete and publish the Five Year Environment Plan 24-29	Research and all directorates			X	X
Corporate Calendar					
For your key activities highlighted above please include quarterly delivery milestones.					
Milestones					
Directorates key activities / deliverables	Q1	Q2	Q3	Q4	
Commence development of Low Carbon Outline Business Case approaches through the Net Zero Accelerator	X				
Work with GMFRS to develop scope 3 emissions work with Districts	X				
Develop and publish the GM Local Nature Recovery Strategy				X	

Develop and publish a GM Climate Change Risk Assessment and evidence base				X
Deliver the 2024 Green Summit			X	X
Complete and launch the Five-Year Environment Plan 24-29			X	X

Directorate: Finance, Commercial and Audit

Brief Overview of Directorate

The Finance, Audit and Commercial Service supports the full scope of the activities of the GMCA providing professional expertise and capacity to effectively support GMCA and Greater Manchester priorities. The service is made up of c50 people with an annual budget of £3m.

Working closely with finance teams in GMP, TfGM and GM Local Authorities, the GMCA Finance team delivers for the whole of GMCA key requirements financial planning and management of budgets, financial reporting to committees, implementation of professional Codes of Practice, treasury management, statutory accounts, financial systems and processes, exchequer functions and taxation.

The Commercial Services team supports all GMCA functions providing a commercial approach to interactions with suppliers, ensuring value-for-money contracts, ethical integrity, and legal compliance. The team also facilitate collaborative public procurement activity with Greater Manchester partners to deliver savings and foster innovation by offering added capacity, expertise, and coordination.

The Internal Audit team provides internal audit services to GMCA and GMP to provide assurance over the arrangements for governance, risk management and internal control and to deliver meaningful insight to the organisation through the audit work undertaken. The team also provides support to GMCA Directorates and Senior Management in relation to the management of strategic and operational risks. The Internal Audit and Risk teams are responsible for the development, communication and monitoring of the effectiveness of a number of key policies including: the GMCA Risk Management Framework; Whistleblowing and Counter Fraud policies.

Directorate delivery:

Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)

- **Corporate Objective 1:** Deliver core and devolved services for the public
- **Corporate Objective 2:** Secure, and manage, funding and investment at Greater Manchester level for agreed activity
- **Corporate Objective 3:** Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues
- **Corporate Objective 4:** Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Provide annual Head of Internal Audit Opinion on the effectiveness of the arrangements in place for governance, risk management and internal control.		X			
Deliver risk based internal audit plan, providing assurance over governance, risk management and internal control arrangements	Operation of effective governance and control arrangements	X			
Certification to funding bodies that grants have been spent in accordance with conditions	Effective and efficient record keeping supporting grant claims		X		
Supporting directorates to manage risk effectively	Awareness and adherence to policy	X	X	X	X
Development and roll out of effective counter fraud policies and whistleblowing arrangements.	Awareness and adherence to policy	X	X		

Development of the medium-term financial strategy and budget for all GMCA functions	Support and engagement to align resources to strategic objectives	X	X	X	X
Provide a smooth and timely closedown of the GMCA Group Accounts in accordance with regulations	Support with provision of required information within timescales	X	X		
Further development of high-quality financial management arrangements across the organisation	Engagement with training and development and business partnering interaction	X	X		
Development of a more integrated finance function for the whole of GMCA to maximise the effectiveness and efficiency of the organisation.	Support with change management	X	X		X
Development of a strategic finance to support the next phase of devolution	Cross directorate engagement to identify capacity and develop confidence and expertise.	X	X	X	X
Ensure a smooth transition to new Procurement Regulations through skills, processes, systems, and policies. Coordinate a GM Task and Finish group, maximising collective skills and knowledge.	Awareness and involvement in implementation	X		X	X
Continue implementation of Contract Management Framework across the organisation to improve supplier performance and manage commercial risk	Awareness and contract manager resource / participation	X			
Develop GMCA's approach to leveraging greater social value through procurement and contract management	Engagement and participation of commissioners for major contracts	X			
Develop a new operating model for Collaborative Procurement in Greater Manchester	Awareness and actively pursue opportunities	X		X	
Ensure a smooth migration of finance system BWO onto the cloud and roll out training for all users.	Support from IT and all users of the system	X			

Ensure processes and procedures are updated to include data capture for International Financial Reporting Standard 16 Leases (IFRS 16).	Support from Commercial Team and Estates Team, with engagement and participation from budget holders.	X			
Corporate Calendar					
For your key activities highlighted above please include quarterly delivery milestones.					
	Milestones				
Directorates key activities / deliverables	Q1	Q2	Q3	Q4	
Reporting of Medium Term Financial Plan and Budget to GMCA for approval				X	
Revenue and capital update reports to GMCA	X	X	X	X	
Publication of draft accounts		X			
Move BWO system to Cloud: develop and deliver training to all users			X	X	
IFRS 16 Leases: update procurement processes, deliver training and establish knowledge for “business as usual” across GMCA, ready for implementation deadline of 31/03/25.			X	X	
Procurement Act: upskill staff, re-design business processes and be ‘system-ready’ for transition to new regulations			X	X	
Head of Internal Audit Opinion on the effectiveness of arrangements for governance, risk management and internal control.	X				
Delivery of Internal Audit Plan and Risk Management activities with regular progress/update reports to Audit Committee	X	X	X	X	

Directorate: Legal, Elections, Information & Data Governance, Governance & Scrutiny and Mayors Team

Overview of Directorate

The Legal, Governance, Information & Data Governance and Business Support Teams provide statutory functions and support to the Mayor and the whole of the GMCA. The work delivered by the teams supports the implementation of the GMS priorities and wider GM activity.

The main functions performed by the teams are to:

- Provide a robust framework to ensure that the decision making of the Mayor, GMCA & TfGM is lawful
- Provide legal advice to the Mayor, GMCA, & GMFRS in respect of all their functions
- Ensure robust governance arrangements are in place to support the GMCA statutory bodies, portfolio bodies & executive structures including Local Resilience structures
- Ensure robust accountability and governance in support of the Single Settlement
- Support the Chief Executive to fulfil the separate responsibilities of the role as the Greater Manchester Combined Authority Returning Officer (CARO), leading and coordinating the delivery of Greater Manchester Combined Authority Mayoral Elections (usually held every 4 years)
- Provide the statutory function in relation to Information and Data Governance for the GMCA, TfGM & GMFRS
- Provide strategic and specialist guidance relating to Elections to the GMCA and the 10 Greater Manchester local authorities
- Provide strategic co-ordination for a GM system [GM Information Strategy] approach to better use and sharing of information and data with key stakeholders in GM and beyond
- Provide strategic oversight of business support, PA support to the Mayor, Chief Executive & leadership teams, management of correspondence for the Mayor's office and the organisation

Directorate delivery:

Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)

- **Corporate Objective 1: Deliver core and devolved services for the public**
- **Corporate Objective 2: Secure, and manage, funding and investment at Greater Manchester level for agreed activity**
- **Corporate Objective 3: Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues**
- **Corporate Objective 4: Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy**

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
<u>Legal</u>					
Managing the decision processes for the GMCA, Mayor and statutory officers	Completion of the Forward Plan of Key Decisions	X	X	X	X
Bus Reform – to provide legal advice to the GMCA & Mayor in relation to delivering Bus Reform within the legislative process working with TfGM	Completion of the Forward Plan of Key Decisions	X	X	X	X
Undertaking the Annual Review of the GMCA & AGMA Constitutions to ensure any changes to legislation and devolutions powers reflected in activity	Cross functional	X		X	X

GMFRS – to advise the Mayor and support GMFRS on its cultural change journey including issues arising out of HMICFRS inspections	GMFRS	X	X	X	X
PCC – to advise the Mayor and Deputy Mayor in relation to the discharge of Police and Crime Commissioner functions, with particular emphasis on supporting the delivery of non-statutory reviews (Part 4 of the Independent CSE Assurance review, the Baird Inquiry).	PCC				
Clean Air – to provide legal advice to the GMCA & Mayor in relation to Clean Air duties and obligations across GM working with TfGM and district Chief Legal Officers	TfGM	X	X	X	X
Devolution – to provide legal and governance advice to GMCA and the Mayor in relation to the implementation of the Single Settlement element of the Trailblazer deal	Cross functional	X	X	X	X
Levelling Up and Regeneration Act 2023 – to provide legal advice to the GMCA & Mayor in relation to the implications of the legislation.	Cross functional				
Strategic Partnerships – to review the governance arrangements for key strategic partnerships					
Project Skyline – to provide legal advice and governance advice to the GMCA, & Mayor and coordinate the provision of legal advice to the 10 districts & health partners in relation to the GM wide project to deliver specialist children’s facilities in GM	Reform				
Greater Manchester Bacallaureate - to provide legal advice to the GMCA & Mayor in relation to technical education city region pathway proposals for young people					

<u>Elections</u>					
Securing resourcing, establishing appropriate governance mechanisms and undertaking planning/activity to fulfil the CARO's responsibilities for the delivery of the 2 May 2024 Mayoral Election	Finance re Mayoral Election funding	X			X
Contributing to the development of an ongoing GM Strategic Elections function post May 2024. This would continue to provide elections related strategic and specialist guidance, and oversight of key supplier procurement and management for GM districts/GMCA specialist print and elections management software contracts.		X			X
<u>Information and Data Governance</u>					
Developing an Information classification and handling standard that aims to support better information management.	Cross functional. GMCA and TfGM Information Governance Boards; Digital and Information Services	X		X	X
Pilot of Microsoft's Data Loss Prevention (DLP) tool which aims to protect GMCA's Information assets.	Cross functional. GMCA Information Governance Board; Digital	X			
Establishing a records management project that aims to support better overall records management.	Cross functional. GMCA and TfGM Information Governance Boards Digital and Information Services	X			X
Establishing a new data partnership with UK Government that aims to support single settlement, decision making and outcomes.	Research and Devolution team	X			X

Establishing two Knowledge Transfer Partnerships (KTP's) with Greater Manchester (GM) Universities that will focus on data sharing and Artificial Intelligence (AI).	Information and Data Governance; Research and GM Information Board	X	X	X	X
Refresh of the delivery and communications & engagement plan for the GM Information Strategy.	GM Information Board	X	X	X	X
Forward plan developed for the Information Governance Enabling Network (IGEN) which includes IG leads across GM. This aims to strengthen a coordinated and unified GM approach to delivery from the group and will feed into the wider refreshed delivery plan for the GM Information Strategy.	Information and Data Governance and 10 GM LA's and partners (GMP and Health) who form this group.	X		X	X
Procurement and implementation of case management system for managing areas such as Freedom of Information and Subject Access information requests for TfGM and extended roll out of any suitable data breach module for both TfGM and GMCA	Procurement/ Digital / Information Services	X			
Supporting the delivery of Tranche 2 and 3 of the bus franchise programme.	TfGM Bus delivery board	X			
Readiness check and roll out of a delivery plan for the enacted Data Protection and Digital Information Act 2024	GMCA & TFGM Information Governance Boards and stakeholders	X		X	X
Assessment of the use and development of international standards that aims to support our direction of travel around privacy and information security assurances.	GMCA and TFGM Information Governance Boards. Digital, Information Services and Audit & Assurance.	X		X	X

<u>Governance & Scrutiny</u>					
Managing the governance & scrutiny processes for the GMCA, Mayor and statutory officers and responding to the recommendations of the LGA Peer in relation to governance. Review of Governance to ensure remains fit for purpose in delivering the GMCAs functions and priorities	Directorates will be asked to review the current structures and identify any potential areas for improvement	X	X	X	X
Developing the use of data collected through mayoral casework in order to inform the organisation of key points of public interest and developing policies		X		X	X
Stronger alignment of governance with TfGM to ensure robustness, accountability and transparency	TfGM	X	X	X	X
Ensuring accurate decision-making processes are followed in relation to all bus franchising decisions until the completion of Tranche 3	TfGM	X	X	X	X
Ensure that the current governance arrangements and working practices are able to support the move to a Single Settlement and any associated decision making		X	X	X	X
Implement any further good practice from the Government's Scrutiny Protocol		X			
Continuing to review security for the Mayor and Tootal Buildings – processes now in place for regular dialogue with GMP to plan and monitor personal security for the Mayor and Building security for CA staff. Working with the Home Office and their review of security around elected Mayors.	Cross functional	X			
Developing the Annual Governance Statement which sets out how the GMCA meets its governance standards detailed in the <u>Code of</u>	Cross functional	X			

<u>Corporate Governance</u> . relation to governance over the coming year.					
Undertaking the Annual Review of the GMCA & AGMA Constitutions to ensure any changes to legislation and devolutions powers reflected in activity	Cross functional	X		X	X
Ensuring Personal Assistants & Business Support services across the organisation have sufficient capacity including strengthening reception and security	Cross functional	X	X	X	X
Review and implement new GMCA complaints procedure	Cross functional	X			
Undertake a re-procurement exercise to ensure that our client management software is fit for purpose e.g. Mayoral & GMCA correspondence	Finance	X	X	X	X
<u>Mayor's Office</u>					
Support the new mayoral priorities ensuring that the Mayor's diary is reflective.					
Contribute to the procurement exercise for the case management system – currently iCasework.	Work with Governance team				
Continue to support the T-level placement across the Mayoral & Governance					
Annual review of information assets held within the Mayoral team. Examine the GMCA's retention policy for electronic records and	Information Governance				

consider how we implement that for the Mayoral team/data management systems.				
Corporate Calendar				
For your key activities highlighted above please include quarterly delivery milestones.				
Milestones				
Directorates key activities / deliverables	Q1	Q2	Q3	Q4
<u>Legal</u>				
Delivery of Project Skyline				March 2025
Undertaking the Annual Review of the GMCA & AGMA Constitutions	June 2024			
Bus Reform – supporting the implementation of Tranches 2 & 3 of the franchising scheme				Jan 2025
Devolution– comply with the requirements of MoU for the Single Settlement which relate to the buildings retrofit pilot, the formulae, moving funding between years, spending controls, outcomes framework and target output indicators.	May 2024			March 2025
Supporting delivery of the Baird Inquiry	Spring 2024			
Supporting delivery of Part 4 of the Independent CSE Assurance review.		Summer 2024		
<u>Elections</u>				

Maintain the appropriate resources, mechanisms and governance for the delivery of the 2 May 2024 Mayoral Election	May 2024			
Planning and delivery of 2 May 2024 GMCA Mayoral Election to ensure the CARO meets his statutory responsibilities	May 2024			
Scoping work relating to the continuation of an ongoing GM Strategic Elections function		September 2024		
Oversee GM procurement process / contract management for Elections Print and Software framework contracts	June 2024		December 2024	
<u>Information and Data Governance</u>				
Knowledge Transfer Partnerships, AI & Data Sharing Approved Knowledge Transfer Partnerships, AI & Data Sharing Initiated	April 24		Sep 24	
Records Management Project: Classification Policy Classification Pilot Data Loss Prevention Pilot	Jun 24	Jul-24	Oct-24	
Case Management : GMCA Breach Module TfGM Case Management Implementation GMCA Complaints Module (TBC)	Apr 24	Jul 24 Sep-24		
GM Information Strategy Year Two Delivery Plan:	Jun-24			

Written and signed off by GM Information Board.		Jul-24		
Information Governance Enabling Network (IGEN)-GM Delivery Plan: Chief Legal Officers (CLO's) Approval	May-24			
ISO Standards Maturity Assessment Scoping Delivery	Jun 24			Mar 25
<u>Governance & Scrutiny</u>				
Re-procurement exercise of the Mayoral Casework software to be completed			Oct 24	
Local Authority Elections and GMCA & AGMA Annual Nominations and Appointments Process	April/May 24			
Annual Members Register of Interests	May/June 24	Sept 24	Dec 24	March 25
Annual Review of the GMCA & AGMA Constitution to ensure any legislative changes are reflected in the GMCA's constitution and ensure focus on its functions	April/May 24			
Annual Governance Statement	May/June 24			
Annual Scrutiny report	May 24			
<u>Mayors Office & Business Support</u>				

Evaluation of the current T level placement				
Information assets up-to-date, retention scheme in place and acted upon.		June 204		
<u>Business Support & Security</u>				
Strengthening of capacity for reception & security	April 2024			

Directorate: People Services Directorate

Brief Overview of Directorate

People Services Directorate is an enabling function for the organisation and alongside other corporate services we support and empower the front facing services to deliver against the organisation's strategic goals. We provide GMCA including GMFRS with professional people management services to enable the delivery of strategic organisational goals and operational standards. As we face a cost of living crises, public spending restrictions and global unrest, affecting the communities we serve, People Services will support GMCA in being an exemplary Employer of Choice – focused on delivering for our communities, and supported by excellence in people management practices.

Our vision is **to make GMCA a greater place to work**. As an organisation, we aim to be one of the best places to work – a place where people can bring their whole selves to work, everyone is engaged, happy, empowered and able to excel in their roles for the benefit of the people, communities and businesses of Greater Manchester. In order to achieve this, we will ensure that all staff are supported, goals and expectations are clear, and the whole organisation operates with an agility and a flexibility to accommodate change and emerging priorities.

We provide the following workforce services:

- Organisational Development
- Corporate Learning
- Equality, Diversity & Inclusion
- Talent & Resourcing
- Employee Relations

- Occupational Health & Well-being
- HR Systems and Intelligence
- Payroll and Pensions

Our People Strategy was written in 2022 and covers the period 2022-25. It has four themes for supporting the organisation – Attract & Recruit; Strive & Thrive; Equality & Well-being and Agile & Adaptive. These define our aspirations and commitment to delivering meaningful partnerships with our service users and the delivery of service excellence. We will work with our workforce, our leaders and our partners to enhance our culture and grow our organisational capability. Our ultimate goal is to maximise individual potential and organisational performance, with people and wellbeing being at the heart of this journey over the next two years.

Directorate delivery:

Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)

- **Corporate Objective 1:** Deliver core and devolved services for the public
- **Corporate Objective 2:** Secure, and manage, funding and investment at Greater Manchester level for agreed activity
- **Corporate Objective 3:** Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues
- **Corporate Objective 4:** Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Embed the Talent Management Strategy, including improving access to entry level roles in order to grow our own GMCA talent, and supporting succession planning across the organisation.	PSR (for advice and guidance) Work and Skills (for advice and guidance)	X			

Develop a more diverse workforce at all levels through positive action, removing barriers to employment and increasing community engagement.	Communications and Engagement Research and Strategy Team All Directorates	X			
Reviewing, improving and modernising our People Services systems (including ATS and Pensions systems) and business practices.	Digital Information Governance Communications and Engagement Procurement All Directorates	X			
Embed and increase awareness of the Leadership Development Framework and the Learning and Development Strategy, encouraging all colleagues to engage in the offer to support their ongoing personal development.	Communications and Engagement All Directorates	X			
Increase collaboration and innovation with partners, including the Workforce Inclusion project with GM public sector partners; Blue Light collaboration; as well as regional and national groups to share innovative ideas, lessons learnt and to develop good people practices across organisations.	Police, Crime, Criminal Justice and Fire Education, Work and Skills PSR Research and Strategy All Directorates	X		X	
Champion diverse employee voice and engagement, ensuring all colleagues have the mechanisms they need to feel heard, and provide ongoing feedback and improvements based on this ongoing engagement.	Comms and Engagement Information Governance Research and Strategy All Directorates	X			
Continue to update and enhance people policies and procedures that reflect our organisational values and our public sector equality duties.	Comms and Engagement All Directorates	X			
Continue to build awareness and understanding of equality, diversity and inclusion across the organisation and beyond through	Comms and Engagement Research and Strategy All Directorates	X			

education, training, development opportunities, staff networks and recruitment practices.					
Support the development of whole-system thinking and approaches across the organisation to support evidence-based, system-wide decision making and innovative thinking to move our organisation forward.	PSR Research and Strategy Comms and Engagement All Directorates	X			X
Corporate Calendar					
For your key activities highlighted above please include quarterly delivery milestones.					
Milestones					
Directorates key activities / deliverables	Q1	Q2	Q3	Q4	
Embed the Talent Management Strategy, including improving access to entry level roles in order to grow our own GMCA talent, and supporting succession planning across the organisation.					
Develop a more diverse workforce at all levels through positive action, removing barriers to employment and increasing community engagement.					
Reviewing, improving and modernising our People Services systems (including ATS and Pensions systems) and business practices.			Utilise Power BI to provide People Services KPI's to managers in a more user-friendly way Launch of new ATS and associated training	Launch People Services Document Repository Launch Self Service via Altair (Self-Serve for active GMFRS Pensioners)	
Embed and increase awareness of the Leadership Development Framework and the Learning and Development Strategy,	Analyse engagemen	Create Learnin	Launch Learning SPOCs during		

encouraging all colleagues to engage in the offer to support their ongoing personal development.	t in learning and devise tailored comms plan, deliver Learning at Work Week	g SPOC role within departments	Lifelong Learning Week	
Increase collaboration and innovation with partners, including the Workforce Inclusion project with GM public sector partners; Blue Light collaboration; as well regional and national groups to share innovative ideas, lessons learnt and to develop good people practices across organisations.				
Champion diverse employee voice and engagement, ensuring all colleagues have the mechanisms they need to feel heard, and provide ongoing feedback and improvements based on this ongoing engagement.	Utilise task and finish groups, ELN and CA Away Day to engage with colleagues across the organisation, provide ongoing feedback and opportunities for engagement	Roll out b-Heard survey	b-Heard survey organisation and team results shared, analysis and action plans developed	Action plans to be embedded in directorate action plans for the following year

<p>Continue to update and enhance people policies and procedures that reflect our organisational values and our public sector equality duties.</p>	<p>Identify areas for improvement or gaps in current policy. Look at sector best practice.</p>	<p>Develop and/or update key policies aligned to best practice and becoming an employer of choice</p>	<p>Continued engagement with Staff, TU's, Networks to develop robust policies. Roll out and communications across the Organisation to improve understanding and awareness of the policies</p>	<p>Continue with understanding and awareness, delivery of policy training. Review of our position and plan for 25/26</p>
<p>Continue to build awareness and understanding of equality, diversity and inclusion across the organisation and beyond through education, training, development opportunities, staff networks and recruitment practices.</p>	<p>Launch Inclusivity Training Framework including face to face training. Progress action plans related to external Equality Frameworks; White Ribbon, Disability Confident</p>	<p>Embed EDI SPOCS and amplify Staff Network activity within the whole organisation</p>	<p>Deliver Power of Staff Network Conference</p>	

	Scheme, Stonewall Workplace Equality Index			
Develop whole-system thinking and approaches across the organisation to support evidence-based, system-wide decision making and innovative thinking to move our organisation forward.				

Directorate: Place

Brief Overview of Directorate

The Place Directorate focuses on the development of individual places and all of the elements that support prosperous and vibrant places in which GM residents can grow up, live and grow old. The Directorate has brought together the Housing and Planning, Land and Property, Culture, Delivery and Infrastructure teams, each of which has a vital role to play in place development.

Directorate delivery

Organisational Objective 1: Deliver core and devolved services for the public

- Adoption and implementation of the Places for Everyone, Joint Local Plan for Home, Jobs and the environment
- Estate Management – Notably the delivery of the GMFRS Capital Programme and Refurbishment programme
- Improving the experience of renters (and landlords) in the private and social housing sector through implementation of a Greater Manchester Good Landlord Charter, informed by the outcome of public consultation
- Through the Tripartite agreement, work with NHS GM Integrated Care and GM Housing Providers, and with partners in localities, to ensure a baseline locally-based service provision of Healthy Homes services to allow people to live well at home for longer, and support research colleagues in delivering ground-breaking development, modelling and analysis of

housing quality and health data to drive proactive interventions in housing to unlock health and wellbeing outcomes at locality level

Organisational Objective 2: Secure, and manage, funding and investment at Greater Manchester level for agreed activity

- Provision of funding to build new assets under both the Getting Building Fund and Brownfield Housing Fund – ensuring prioritised projects receive the necessary grant funding to start construction, creating jobs that will support the economy in the short term and the platform for business growth and high quality homes in the longer term;
- Manage the effective accountability, leadership, commissioning and delivery of the UK Shared Prosperity Fund in partnership with Local Authorities and teams across the Combined Authority;
- Progressing GM bids for national funding pots (One Public Estate, Public Sector Building Decarbonisation, Social Housing Quality Fund and Social Housing Retrofit) – supporting development of plans that underpin town centre regeneration, unlocking the value of the Public Estate and accessing the funding required to reduce carbon emissions from the built environment while delivering the existing Public Sector Decarbonisation programme.
- Resourcing and implementation of the agreed new GM Culture Investment Approach including the GM Culture Fund strategic initiatives working with cross-directorate and GM family colleagues e.g, Town of Culture, GM Music Commission, Arts, Health and Wellbeing and SxSW

Organisational Objective 3: Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues

- Through the Truly Affordable Net Zero Homes Task Force and Strategic Place Partnership with Homes England, build a programme of collaborative, cross-sector work to transform our ability to deliver net zero homes, and a forward pipeline of developments to commence thus to unlock the delivery of 30,000 TANZ homes by 2038
- Continued development of infrastructure plans to support strategic growth locations to enable the delivery of developments set out in Places for Everyone and strategic locations in Stockport – working with TfGM, the Environment Agency, United Utilities, Cadent, Electricity North West and digital providers to focus their investment activities, meet agreed policy standards (and outcomes), reduce risk/costs and ‘add value’ through collaborative working and efficient delivery;
- Implementation of the Integrated Water Management Plan (IWMP) and its associated annual business plan (agreed by the GMCA)
- Working in partnership with the 10 Local Authorities to build capacity to develop and support delivery of comprehensive development plans and within the 6 Growth Locations identified across Greater Manchester. This work and support is critical to realising the spatial plan ambitions and planning policies to address GMS objectives and influence public and private sector development to align with these. This activity sees actual development coming forward and creating places and communities for the future, supporting our drive for Net Zero home delivery in an untested and immature market and

increasing the supply of affordable housing, including social rented homes, alongside appropriate commercial development to drive economic growth and job creation, exploring Greater Manchester's strengths at the forefront of a range of innovative sectors.

- Working with the 10 Lead Local Flood Authorities (and GMCA elected members) in Greater Manchester to: (a) ensure that local priorities are reflected in the National/Regional Flood and Coastal Erosion Risk Management Strategy and business plan for the North West. (b) Support and offer advice to the LLFAs in relation to fulfilling duties under the Floods and Water Management Act 2010 (and any subsequent national strategies and regulations) and (c) Seek opportunities to maximise collective knowledge and efficiencies through collaborative working and identify initiatives which will increase flood risk management capacity.
- Manage the Greater Manchester Planning Units to provide technical support to the Local Authorities on Waste and Minerals, Ecology and Archaeology
- Improving the experience of renters in the private rented sector by increasing district housing enforcement resources and capabilities through the Good Landlord Scheme and Enforcement Pathfinder
- Working with LAs on the development of Creative Improvement Districts to increase vitality of town centres and high streets, driving new models of business and employment, seeing the creation of good, localised jobs and businesses which are rooted in place and changing the mix of the business base of town centres and high streets towards creative industries, night time economy and culture; some of the fastest growing sectors of the economy.
- Implementation of Night Time Economy Strategy and early stage development of successor plan – working with the GM Night Time Economy Adviser, local, national and international partners to deliver the ambitions outlined in the Night Time Economy Strategy, including working with Local Authorities across GM to see a safer, more diverse and more vibrant night time economy that reverse high street and town centre decline, whilst also seeing economic growth and good jobs in one of the foundational economic sectors worst hit by the pandemic.
- Develop, adopt and implement a new GM Culture Strategy which is reflective of the people and communities of Greater Manchester, bringing vibrancy, opportunities and the best of local, national and international culture to the city region.

Organisational Objective 4: Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy

- Through the Tripartite agreement, work with NHS GM Integrated Care and GM Housing Providers, and with partners in localities, to ensure a baseline locally-based service provision of Healthy Homes services to allow people to live well at home for longer
- Work with Strategic Partners such as Homes England and the utility providers to support delivery of development across the Growth Locations.

<ul style="list-style-type: none"> • Work with DLUHC, DWP and GM partners on the policy sandbox, to develop and test ways to connect and use and the welfare and housing systems to drive improvements to the private rented sector while mitigating risks of negative unintended consequences • Develop and implement a Housing Delivery Plan to clearly set out the GMCA role in enabling delivery of new homes across Greater Manchester across a 5-year timescale, to support local authorities to deliver their objectives, ensuring that the two work together in a complementary way to deliver most effectively. • Utilising the Greater Manchester Strategic Infrastructure Board to provide strategic oversight, co-ordination and identification of interdependencies between the following challenges as identified in the GM Infrastructure Framework: Net zero/energy, transport, water management/blue green and digital. • Capture learning from the delivery of the £15m Social Housing Quality Fund programme through University of Salford evaluation and lessons from GMCA, RPs and tenants to influence design and delivery of future Government programmes and deployment of Single Settlement and other GM resources on home improvements. • 					
Directorate activities / deliverables	Asks / Dependencies on other Directorates	OBJ 1	OBJ 2	OBJ 3	OBJ 4
Economy Blueprint	Work and skills team / Comms / Research / Police and Crime / Economy / PSR			X	
Culture Fund / Cultural Investment Approach	All Directorates		X		
Creative Improvement Districts	Digital / Skills / Economy / Finance / Research / Comms / Corporate			X	
GM Culture Strategy	comms / research			X	
Night Time Economy Strategy	Work and skills team / Comms / Research / Police and Crime / Economy / PSR			X	
Management of the agreed new GM Culture Investment Approach including the GM culture Fund, Inspire, Collaborate strategic initiatives working with cross-directorates and GM family colleagues e.g. Town of Culture, Create Growth Programme and SxSW	Economy / PSR / Research / Place / Comms / Digital / Strategy / Mayor's Office / Finance / Governance / PCC / Work & Skills / Environment				

<p>Policy advice, guidance and support for the Greater Manchester Night Time Economy Adviser, and the Night Time Economy Panel in relation to the public sector, the powers and legislation of local, regional and national government, communications and public affairs, and the implementation of initiatives and interventions led by the Adviser.</p>	<p>Place / Comms / Digital / Strategy / Mayor's Office / Finance / Governance / PCC / Work & Skills / Environment</p>				
<p>Working with LAs on the development of Creative Improvement Districts to increase vitality of town centres and high streets, driving new models of business and employment, seeing the creation of good, localised jobs and businesses which are rooted in place and changing the mix of the business base of town centres and high streets towards creative industries, night time economy and culture; some of the fastest growing sectors of the economy</p>	<p>Economy, PSR, Research, Place, Comms, Digital, Strategy / Mayor's Office / Finance / Governance / PCC / Work & Skills / Environment</p>				
<p>Implementation of Night Time Economy Strategy and development and adoption of future strategies and successor plan – working with the GM Night Time Economy Adviser, local, national and international partners to deliver the ambitions outlined in the Night Time Economy Strategy, including working with Local Authorities across GM to see a safer, more diverse and more vibrant night time economy that reverse high street and town centre decline, whilst also seeing economic growth and good jobs in one of the foundational economic sectors worst hit by the pandemic</p>	<p>Economy / PSR / Research / Place / Comms / Digital / Strategy / Mayor's Office / Finance / Governance / PCC / Work & Skills / Environmental</p>				
<p>Develop, adopt and implement a new GM Culture Strategy which is reflective of the people and communities of Greater Manchester, bringing</p>	<p>Economy / PSR / Research / Place / Comms / Digital / Strategy / Mayor's</p>				

vibrancy, opportunities and the best of local, national and international culture to the city region	Office / Finnane / Governance / PCC / Work & Skills / Environment				
Management of GM Music Commission and development and delivery of activity arising from recommendations of the commission including Venue support and planning, Music and Health, Music Export, music education and talent pipelines.	Economy / PSR / Research / Place / Comms / Digital / Strategy / Mayor's Office / Finance / Governance / PCC / Work & Skills / Environment				
Lead on relationships with HMG and associated Arms Length Bodies to ensure Greater Manchester receives the appropriate amount of investment and that national policy works for the businesses and residents of GM and supporting the application of national policies and investment approaches with district partners. Specific engagement with DCMS and DHLUC on devolution and with Treasury and DHLUC on the Economic Data Innovation Fund (collaborative project with WMCA, securing £300,000 of gvt investment for GMCA	Economy / PSR / Research / Place / Comms / Digital / Strategy / Mayor's Office / Finance / Governance / PCC / Work & Skills / Environment				
Promotion of Greater Manchester internationally, through significant events like SXSW ND EXPO25 in Osaka, ensuring Greater Manchester's International reputation, much of which comes from our cultural output, maintains GM's vibrant, forward-thinking city region.	Economy / PSR / Research / Place / Comms / Digital / Strategy / Mayor's Office / Finance / Governance / PCC / Work & Skills / Environment				
Management of the delivery of the GM UKSPF Investment Plan including managing performance and spend to ensure the outputs, outcomes and expenditure set out in the Investment Plan are achieved by the end of Q4 2024/5 and an effective evaluation of activity and processes informs future funding and management. Development of evidence					

base and investment plan for potential next round of UKSPF funding as part of single settlement					
Places for Everyone	Research / Comms / IG / Legal / Digital	X			
Growth Locations	All Directorate			X	
Brownfield Housing Fund	All Directorate		X	X	
Infrastructure Framework (Strategic Infrastructure Board) forward plan (on priorities)	Digital / Environmental / Research	X	X	X	
Integrated Water Management Plan (Annual Business Plan)	Digital / Skills / Finance / Research / Comms / Engagement / Environment / Legal / DPI	X	X	X	
Priorities and funding requests to inform the RFCC Business Plan (funding cycle)	Environment		X		
TANZ delivery	Skills / Research / Finance / Legal / Comms			X	
Healthy Homes	PSR / Research	X			
Good Landlord Charter	Research / Comms / Legal / PSR / Digital / IG			X	
Estates Management	Digital / Comms / Finance	X			
Corporate Calendar					
For your key activities highlighted above please include quarterly delivery milestones.					
Milestones					
Directorate's key activities / deliverables	Q1	Q2	Q3	Q4	
OPE (One Public Estate) – Ensure strategies in place across 10 LAs and partners to ensure programme outputs are achieved (Capital receipts/Estates optimisation/Land released/Jobs creation) and reported		X			

Fire Estates SAMP (strategic Asset Management Plan) – Agreed priorities, phasing, and funding to re-invest, re-purpose or recycle land and property			X	
SEG (Strategic Estates Group) – Embed governance framework, roles & responsibilities for core stakeholders across 10 LAs to agree strategic priorities for land and property as a key enabler to transformation of public services.		X		
Decarbonisation - Develop a Public Sector Decarbonisation Programme across partners, to define activity and measures to meet carbon neutrality targets				X
Police (GMP) Estates SAMP (Strategic Asset Management Plan) Agree 10-year plan and principles to include Immediate priorities, medium and long term plan for the operation of an effective and efficient estate.		X		
Places for Everyone –receive final report from Planning Inspectorate, proceed to adoption by the nine districts; prepare for implementation (production of guidance) and monitoring				X
TANZ delivery – delivery of multiple agreed workstreams, steered by TANZ Task Force, using levers available through the SPP with Homes England and integrating with broader strategy for GM-level work set out in Housing Delivery Plan	X	X	X	X
Healthy homes – continue work with commissioners and service providers in localities on Healthy Homes Service in parallel with scoping, commissioning and delivery of major research project into housing and health	X	X	X	X

Good Landlord Charter – Develop business plan and funding solutions and commence implementation of an agreed final Charter commence implementation of an agreed final Charter			X	
Infrastructure Framework (SIB): Priorities/key messages and issues updated and scope of annual report to GMCA agreed.		X	X	
Integrated Water Management Plan – Outputs as outlined in the 2023 business plan and the 2024/25 Business Plan(GMCA September 2024)	X	X	X	X
GM Culture Strategy – development, adoption and implementation of a new GM Culture Strategy which is reflective of the people and communities of Greater Manchester.		X	X	
RFCC - Greater Manchester priorities and funding requests to inform the RFCC Business Plan (funding cycle) agreed by the GM Partnership members		X		
GM Night Time Economy Strategy – effective implementation of the priorities set out in the GM NTE Strategy, including supporting LAs with Creative Improvement District Development				X
UK Shared Prosperity Fund – ensure activity fulfils the requirements of UKSPF, including effective commissioning and performance management	X		X	
GMCA’s Culture Fund “Inspire” small grants programme	Launch and first round of funding			Preparation for second round of funding
GMCA’s new Culture Strategy	Adoption and launch	Mobilisation	Implementatio n	Implementatio n

GMCA's Night Time Economy Strategy		Adoption and launch	Mobilisation	Implementation
GM Town of Culture	Launch of successful GM Town of Culture 2024			
GMCA Culture Fund "Collaborate" programme		Competition launch	Successful consortium identified and activity mobilised	
UKSPF	Quarterly performance and expenditure reporting to GM LPB and DLUHC	Quarterly performance and expenditure reporting to GM LPB and DLUHC	Quarterly performance and expenditure reporting to GM LPB and DLUHC	Final performance and expenditure reporting to GM LPB and DLUHC
Growth Locations – GM Investment Pipeline – development of Investment Pipeline and agreement through CEXs / Leaders				X
Brownfield Housing Fund – expend £57.5m in-year to unlock the delivery of new homes in partnership with local authorities, registered providers, and private developers, with a focus on affordable housing and enhanced sustainability.				X

Directorate: Police, Crime and Fire

Brief Overview of Directorate:

The police, crime and fire team support the Mayor and Deputy Mayor in carrying out the statutory police, fire and crime commissioner functions. This includes commissioning services for victims of crime, overseeing police and fire service performance, efficiency and budgets and ensuring a dialogue with partners and the public in respect of policing and fire matters.

The teams' priorities and themes for action are set out in Standing Together – the GM Police and Crime Plan. There are several other plans and strategies that feed into, inform, and connect to it including the Fire Plan, the GMP Improvement Plan, HMPPS Reducing Re-offending Plan, Gender-Based Violence Strategy, Serious Violence Action Plan, Children and Young People Plan, the Drugs and Alcohol Plan, HMPPS Memorandum of Understanding and the Unified Public Services White Paper (to name a few).

Directorate activities / deliverables						Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Delivering sustained scrutiny, improvement, and accountability of GMP, GMFRS										
Develop a Performance and Oversight Framework to improve our programme delivery support to GMP and GMFRS. Constructing a delivery plan to support existing frameworks within both partner organisations and within GMCA. Utilising business intelligence tools to support uniformity of reporting and monitoring.						Research GMFRS	X		X	X
Ensure an effective implementation plan is in place to take forward the recommendations from the independent Child Sexual Exploitation inquiry and the Baird inquiry into the treatment of women and girls in police custody.						Legal Communications	X		X	X
Ensure GMP delivery of the Operation Soteria Improvement Plan.						Research	X		X	X

Ensure effective partnerships, pathways, and preventative plans (at a GM, locality, and neighbourhood) including the community, health, care and justice					
Continue to develop the role of Community Safety Partnerships and multi-agency problem solving initiatives in each locality.	PSR Health and Social Care GMFRS	X		X	X
Continue to deliver our GM Drugs and Alcohol Transformation Plan.	PSR Research Health and Social Care	X		X	X
Develop a new Health and Justice Partnership and improve pathways with the integrated care system including implementation of the Right Care: Right Person approach.	PSR Health and Social Care	X		X	X
Publish the 1 st implementation plan for the new 10-year Greater Manchester Serious Violence strategy that describes the partnership commitment to prevention and response to serious violence.	PSR Research Health and Social Care Communications Strategy and Equality	X		X	X
Engaging with our communities to tackle inequality and injustice in policing and the criminal justice system					
Address the gaps in the GMP Achieving Race Equality Report 2023 with a focus on improving workforce diversity.	Strategy and Equalities Research	X		X	X

Whole system delivery of the 2 nd Delivery Plan for the GM Gender Based Violence Strategy including a focus on housing, employers, education, inequalities and a sustained public engagement campaign on Domestic Abuse and Coercive Control.	Strategy and Equalities PSR Health and Social Care Housing Work and Skills Digital Communications	X	X	X	X
Continue to ensure GMP deliver on Child Centred Policing Plans.	Strategy and Equalities Research PSR Health and Social Care	X			X
Improve outcomes and the experiences for victims of crime and vulnerable individuals					
Be a GM leader for the voice of lived experience and community led approaches to reduce serious violence including Gender Based Violence.	PSR Communications	X		X	X
Deliver the Justice and Rehabilitation Business Plan including, delivery of the HMPPS/CA MoU and Grant to enable the co-commissioning of rehabilitative services based on Justice Devolution Principles.	Research Procurement Finance	X	X	X	X
Further develop the Victims Strategy Steering Group including responding to provisions in the Victims and Prisoners Bill; development of a GM Strategic Needs Analysis; implementation of	Research Procurement	X		X	X

the multi-crime Victim Service; VCOP Scrutiny; Victim Voice and Insights; Digital Programme and Sexual Violence Harm Reduction	Finance Digital Strategy				
Maximise new funding opportunities from the Home Office, MOJ and other sources and ensure continued delivery of existing funding streams.	Research Finance		X		
Corporate Calendar					
For your key activities highlighted above please include quarterly delivery milestones.					
Milestones					
Directorates key activities / deliverables	Q1	Q2	Q3	Q4	
Victim survey – Quantitative survey (VCOP 1-7) in fieldwork	X				
Victim survey – Quantitative survey first reporting		X			
Victim survey – Qualitative survey commence		X			
Victim survey – Qualitative survey commence – reporting			X		
New framework for GMP and GMP performance		X			
New Delivery Plan for Serious Violence	X				
New Delivery Plan for Gender Based Violence	X				

Implementation of Right Care: Right Person		X		
Implementation Plans for Baird Inquiry		X		
Implementation Plan for CSE Inquiry		X		

Directorate: Public Service Reform

Brief Overview of Directorate

The directorate drives and supports reform and social policy developments in the organisation and across Greater Manchester. It does this by working towards the overarching objective of reducing inequality and shifting our system focus to 'Good Lives for All'.

The directorate is made up of a number of thematic areas that are drawn together through a relentless focus on people, prevention and place. Lead responsibilities in the directorate include: Children & Young People; Supporting Families; Multiple Disadvantage; Homelessness & Migration; Food Security & Poverty Reduction; Armed Forces & Veterans; Gambling Harm and the Greater Manchester Ageing Hub.

In addition to the thematic focus the directorate performs a cross-cutting role working across the GM system. In collaboration with localities, other public service organisations and the VCFSE sector the directorate drives the implementation of unified public services for the people of Greater Manchester.

Embracing complexity and taking a systemic approach is a cornerstone of the directorate's way of working. Maintaining a broad policy portfolio allows the directorate to bring people together to connect issues and opportunities across a range of agendas, with a strong emphasis on collaboration and delivery.

Directorate delivery:

Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)

- **Corporate Objective 1:** Deliver core and devolved services for the public
- **Corporate Objective 2:** Secure, and manage, funding and investment at Greater Manchester level for agreed activity
- **Corporate Objective 3:** Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues
- **Corporate Objective 4:** Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Strengthening the offer for Greater Manchester's care experienced young people and progressing GM level activity designed to improve sufficiency of LAC placements within the city-region.	Core Investment Team, Work & Skills, Comms, Health		X	X	X
Working with GM districts to strengthen support available to children and families in the early years and improve the access to the right type of family help in our communities.	Comms, Work & Skills, Health		X	X	X
Supporting GM wide initiatives designed to tackle some of the key issues affecting Children's Social Care and drive improvement in the field of children's safeguarding through GM level collaboration and shared learning.	Comms, Work & Skills, Health, PCC		X	X	X
Working with partner organisations across sectors to improve the experience of young people with SEND in the city-region	Comms, Health, Work & Skills		X	X	X
#BeeWell aims to make the wellbeing of young people, everybody's business by listening to their voices through the annual GM survey and working collectively to act on the data.	Comms				
Ensure a continued year-on-year reduction in rough sleeping, including through the use of capital programmes to provide more affordable housing (specifically to reduce temporary accommodation	Core Investment, Housing strategy, Comms		X	X	X

in GM), developing a strategic approach to Asylum and Migration, delivering the homelessness prevention strategy and developing a consolidated approach to multiple disadvantage.					
Develop cross-cutting priorities for Greater Manchester Homelessness Prevention Strategy.	PCC, Work, Skills & Education, Housing, Core Investment		X	X	X
Develop a long-term plan and strategic vision for our homelessness programmes and responses in the context of: preparation for significant national change, the developing GM response to multiple disadvantage and potential funding end date of 31 March 2025.	PCC, Health and Social Care, Asylum and Migration, Housing, Changing Futures.		X	X	X
Deliver a cross-sector workforce development offer for colleagues working in frontline homelessness and rough sleeping roles.	Local Authorities, GM Probation, service providers.		X	X	X
Develop a strategic approach and action plan for collaboration on projects to drive better value for money in Temporary Accommodation, including novel investment and delivery models for the new supply of housing.	Housing, Core Investment			X	X
Develop a joint strategic approach to Asylum and Migration across Greater Manchester.	Asylum and Migration, PCC, Work, Skills & Education, Comms, Housing, Locality and VCSE Partners		X	X	X
Deliver Greater Manchester Age-friendly strategy implementation plan.	Comms & Engagement, Digital, Older People's Equality Panel, Housing, Work & Skills, Strategy, LAs, all partners		X	X	X
Economy, work and money – Work with partners to maximise income and reduce costs for older residents, including through benefits training for frontline workers and provision of printed materials to residents.	Comms and Engagement Strategy, LAs, all partners		X	X	X

Places - Deliver Year 2 of the Ageing in Place Pathfinder to accelerate our learning on new models of participative, place-based and integrated working that address the inequalities experienced by older people ageing in place.	Comms & Engagement, GMICP, Digital, LAs, all partners		X	X	X
Work jointly with the Resilience Hub to develop a programme of activities on resilience and older people including resilience to climate events, economic shocks and other public disruption.	Environment, Place, LAs,		X	X	X
Ageing Well – Develop a set of GM Ageing Well Standards, building on the approach we have taken to Falls Prevention in Greater Manchester to improve ‘ <i>equity of access and equality</i> ’ across GM, including Falls Prevention, mental health, physical activity and women’s health.	GMICP, LAs, Public Health, GM Active, GM Moving, GreaterSport, all partners		X	X	X
Working Together - Deliver a business case proposal for the GM International Centre for Action on Healthy Ageing	Strategy, LAs, Place, Economy		X	X	X
Ensure older people’s voice and experience inform the development and delivery of key Greater Manchester strategies. Including: 5 Year Environment Plan, ICP Strategy, Housing Strategy & Implementation Plan, Digital Strategy and Local Industrial Strategy.	Comms & Engagement, Environment, Housing, Digital, Strategy, Economy, GMICP, LAs, all partners		X	X	X
Digital Inclusion – Work with partners to mitigate the risks to older residents of the PSTN switchover, to increase provision of digital connectivity and skills training, and to improve access to local public services.	Digital, Comms and Engagement		X	X	X
Restate and support activity to deliver against GM’s 4 priority PSR people-based missions and in doing so exemplify the GM model of unified public services. Alongside this support localities to re-	Strategy, Research, Comms, Work, Skills & Education, PCC, Health		X	X	X

energise and progress their PSR work to enhance help and support in neighbourhoods and further implement place-based working.					
Maximise opportunities presented through the devolution trailblazer single settlement to improve people-based outcomes and seek to activate the early intervention, prevention and multiple disadvantage commitment as the arrangements embed.	Strategy, PCC, Health		X	X	X
Continue to develop the system shifting capability, 'GoodLivesGM' with an emphasis on system leadership, system learning, movement building and programme design.	Strategy, Research, Comms, Work, Skills & Education, PCC, Health		X	X	X
Continue to support and coordinate work with and across the GM System to mitigate the worst effects of the 'cost of living' crisis, principally associated with increases in food and fuel costs and the escalating debt crisis.	Strategy, Research, Comms, Work, Skills & Education, PCC, Health		X	X	X
Collaborate with cross sector partners to explore opportunities which provide residents with the support they need to either prevent or help them out of financial crisis by maximising incomes and strengthening financial resilience.	Strategy, Research, Comms, Work, Skills & Education, PCC, Health		X	X	X
Maintain and expand 'GM Networks Connect' to strengthen collaboration and a common purpose across GM's Mission-based action networks and GM Equalities Panels.	Strategy, Research, Comms, Work, Skills & Education, PCC, Health		X	X	X
Finalise and begin implementation of a 5-year roadmap that will provide greater structure and coherence to the delivery of the Armed Forces Covenant across the city-region, with the aim of making GM the best place in the UK for our Armed Forces Community to live.	Strategy, Research, Comms, Work, Skills & Education, PCC, Health		X	X	X
Deliver the GM Gambling Harms Action Plan (2023 – 2026) to both prevent and reduce gambling harms across the city-region.	Strategy, Research, Comms, Work, Skills & Education, PCC, Health		X	X	X
Develop a GM-wide programme of work responding to multiple disadvantage and complex needs building on 'Changing Futures in GM' and other good practice.	Strategy, Research, Comms, Work, Skills & Education, PCC, Health		X	X	X

Establish a plan of work across all 10 localities and further develop Devolution Trailblazer commitments around multiple disadvantage to enable joint investment as part of the Single Settlement.	Strategy, Research, Comms, Work, Skills & Education, PCC, Health		X	X	X
Launch 'Live Well' and lead collective work to progress community-led health and wellbeing to reduce health inequalities and prevent ill health	Strategy, Research, Comms, Work, Skills & Education, PCC, Health		X	X	X

Corporate Calendar

For your key activities highlighted above please include quarterly delivery milestones.

Milestones

Directorates key activities / deliverables	Q1	Q2	Q3	Q4
Strengthening the offer for Greater Manchester's care experienced young people and progressing GM level activity designed to improve sufficiency of LAC placements within the city-region.	X	X	X	X
Working with GM districts to strengthen support available to children and families in the early years and improve the access to the right type of family help in our communities.	X	X	X	X
Supporting GM wide initiatives designed to tackle some of the key issues affecting Children's Social Care and drive improvement in the field of children's safeguarding through GM level collaboration and shared learning.	X	X	X	X
Working with partner organisations across sectors to improve the experience of young people with SEND in the city-region	X	X	X	X
#BeeWell aims to make the wellbeing of young people, everybody's business by listening to their voices through the annual GM survey and working collectively to act on the data.	X	X	X	X
Ensure a continued year-on-year reduction in rough sleeping, including through the use of capital programmes to provide more affordable housing (specifically to reduce temporary accommodation	X	X	X	X

in GM), developing a strategic approach to Asylum and Migration, delivering the homelessness prevention strategy and developing a consolidated approach to multiple disadvantage.				
Develop cross-cutting priorities for Greater Manchester Homelessness Prevention Strategy.	X	X	X	X
Develop a long-term plan and strategic vision for our homelessness programmes and responses in the context of: preparation for significant national change, the developing GM response to multiple disadvantage and potential funding end date of 31 March 2025.	X	X	X	X
Deliver a cross-sector workforce development offer for colleagues working in frontline homelessness and rough sleeping roles.	X	X	X	X
Develop a strategic approach and action plan for collaboration on projects to drive better value for money in Temporary Accommodation, including novel investment and delivery models for the new supply of housing.	X	X	X	X
Develop a joint strategic approach to Asylum and Migration across Greater Manchester.	X	X	X	X
Deliver Greater Manchester Age-friendly strategy implementation plan.	X	X	X	X
Economy, work and money – Work with partners to maximise income and reduce costs for older residents, including through benefits training for frontline workers and provision of printed materials to residents.	X	X	X	X
Places - Deliver Year 2 of the Ageing in Place Pathfinder to accelerate our learning on new models of participative, place-based and integrated working that address the inequalities experienced by older people ageing in place.	X	X	X	X
Work jointly with the Resilience Hub to develop a programme of activities on resilience and older people including resilience to climate events, economic shocks and other public disruption.	X	X	X	X
Ageing Well – Develop a set of GM Ageing Well Standards, building on the approach we have taken to Falls Prevention in Greater	X	X	X	X

Manchester to improve <i>'equity of access and equality'</i> across GM, including Falls Prevention, mental health, physical activity and women's health.				
Working Together - Deliver a business case proposal for the GM International Centre for Action on Healthy Ageing	X	X	X	X
Ensure older people's voice and experience inform the development and delivery of key Greater Manchester strategies. Including: 5 Year Environment Plan, ICP Strategy, Housing Strategy & Implementation Plan, Digital Strategy and Local Industrial Strategy.	X	X	X	X
Digital Inclusion – Work with partners to mitigate the risks to older residents of the PSTN switchover, to increase provision of digital connectivity and skills training, and to improve access to local public services.	X	X	X	X
Restate and support activity to deliver against GM's 4 priority PSR people-based missions and in doing so exemplify the GM model of unified public services. Alongside this support localities to re-energise and progress their PSR work to enhance help and support in neighbourhoods and further implement place-based working.	X	X	X	X
Maximise opportunities presented through the devolution trailblazer single settlement to improve people-based outcomes and seek to activate the early intervention, prevention and multiple disadvantage commitment as the arrangements embed.	X	X	X	X
Continue to develop the system shifting capability, 'GoodLivesGM' with an emphasis on system leadership, system learning, movement building and programme design.	X	X	X	X
Continue to support and coordinate work with and across the GM System to mitigate the worst effects of the 'cost of living' crisis, principally associated with increases in food and fuel costs and the escalating debt crisis.	X	X	X	X
Collaborate with cross sector partners to explore opportunities which provide residents with the support they need to either prevent or	X	X	X	X

help them out of financial crisis by maximising incomes and strengthening financial resilience.				
Maintain and expand 'GM Networks Connect' to strengthen collaboration and a common purpose across GM's Mission-based action networks and GM Equalities Panels.	X	X	X	X
Finalise and begin implementation of a 5-year roadmap that will provide greater structure and coherence to the delivery of the Armed Forces Covenant across the city-region, with the aim of making GM the best place in the UK for our Armed Forces Community to live.	X	X	X	X
Deliver the GM Gambling Harms Action Plan (2023 – 2026) to both prevent and reduce gambling harms across the city-region.	X	X	X	X
Develop a GM-wide programme of work responding to multiple disadvantage and complex needs building on 'Changing Futures in GM' and other good practice.	X	X	X	X
Establish a plan of work across all 10 localities and further develop Devolution Trailblazer commitments around multiple disadvantage to enable joint investment as part of the Single Settlement.	X	X	X	X
Launch 'Live Well' and lead collective work to progress community-led health and wellbeing to reduce health inequalities and prevent ill health	X	X	X	X

Directorate: Research

Brief Overview of Directorate

The Research Team provides research and intelligence for all Greater Manchester Strategy policy areas and cross-cutting policy themes, supporting all areas of public policy for the GMCA and wider partners (e.g. the Local Authorities, NHS GM, Greater Manchester Police and Transport for Greater Manchester). We get involved in all stages of the policy development life cycle, we support shaping agendas, defining issues and identifying opportunities, we support delivery of policy and programmes, and we monitor and evaluate their success. We represent GM at a national level in research and policy analysis e.g. HM Treasury Chief Economists Appraisal Group and National Statistician ONS Sub-national statistics group. Our capabilities include:

Research Design, Scoping and Management		
Hypothesis development – Project management – Literature review – Policy Analysis – Commissioning – Partnership working		
Appraisal and Evaluation	Qualitative Skills	Quantitative Skills
Theories of change and logic models Treasury five case model Cost benefit analysis Financial appraisal Place based appraisal Process Evaluation Impact Evaluation Development of outcomes / performance frameworks and related progress reporting	Qualitative surveys – design and delivery Structured and semi-structured interviews Focus Groups Participatory and co-production methods	Data Visualisation e.g. Tableau Advanced Excel General Statistical Analysis Static and interactive maps/spatial analyses (GIS) Quantitative Surveys – design and delivery Programming Languages (R and VBA primarily and some use of SQL and Python) Modelling (Scenario Analysis) AI/Machine Learning
<p>Team development priorities for 2024/25: We will continue to raise the impact and visibility of all the research listed in this plan. We will enhance our knowledge and skills in relation to appraisal to support the Single Settlement work. This is alongside developing our capabilities and experience in evaluation and qualitative research. We will also be working closely with the digital team to develop a more effective data management platform to store, manage and enable high quality analysis of the growing range of datasets which GMCA holds.</p>		
<p>Directorate delivery:</p> <p>Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.</p> <p>Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)</p> <ul style="list-style-type: none"> ○ Corporate Objective 1: Deliver core and devolved services for the public ○ Corporate Objective 2: Secure, and manage, funding and investment at Greater Manchester level for agreed activity ○ Corporate Objective 3: Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues 		

- **Corporate Objective 4:** Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy

For brevity, the below activities are a representative subset of the overall work of the Research team and its sub-teams and outline our key activities. However, working with relevant policy leads, we have developed more detailed research plans which provide more detail on the agreed array of support provided to each directorate.

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Cross Cutting Activities					
Supporting the implementation of the Devolution Trailblazer and Single Settlement, including: <ul style="list-style-type: none"> • Resource Needs Analysis to support Spending Review negotiations • Development of the Single Settlement Outcomes Framework and ongoing monitoring and progress reporting • Evidence and analysis to support innovative approaches to Single Settlement programme development • Supporting directorates with appraisal, cost benefit analysis and developing business cases for individual initiatives • Carrying out internal evaluation or commissioning external evaluations to understand the success of individual initiatives and the Single Settlement as a whole This will require extra resources across the whole team, but especially related to: GM strategic initiatives, economy, housing, skills and environment.	All	X	X	X	X
Monitoring, insight and analysis to support GMCA corporate functions and mayoral initiatives, including quarterly Corporate Metrics (refreshed to align with the 2024/25 CA Business Plan), monthly mayoral trackers (refreshed in light of new post-election priorities) and regular input to the Manifesto Delivery Group	All	X		X	X

Monitoring, insight and analysis of key national and local sets to provide insight to the GMCA directorates and governance groups, examples include – the Police and Crime Dashboard, Economic resilience dashboard, the Strategic Housing Market Assessment and the Labour Market and Skills review.	All	X	X	X	X
Greater Manchester Strategy (GMS) Performance Monitoring – reporting progress against GMS ambitions, including the implications of spatial and demographic variation across the city region, and refreshing the GMS performance framework alongside the Strategy itself	All	X		X	X
SIPHER consortium and year one of the Healthmod Consortium. Working with academics to develop systems models and decision support tools focusing on inclusive growth and housing and the economic determinants of health and health inequality	All	X	X	X	X
Co-lead of the Greater Manchester Residents' Survey providing regular insight on residents' experiences and attitudes towards key issues.	Reform/Digital/Economy	X		X	X
UK Shared Prosperity Fund – Analysis and evaluation of the UKSPF. Facilitate work to deliver the independent / external evaluation of GM's UKSPF programme.	Economy/Education Skills and Work/Place	X	X	X	X
Growth Locations – support the delivery of development of the GM Growth Locations through insight, mapping, sector development plans and evidence work.	Place / Economy	X	X	X	X
Housing and health stock condition survey – commission and project manage a GM Housing Stock Condition Survey and develop use cases with health and environment teams to improve housing quality and health outcomes.	Place/Population Health/Environment and Reform	X	X	X	X
ESPRESSO – update and re-release the GM local tax and spend tool, ESPRESSO, in partnership with ONS	All	X	X	x	X
MappingGM continuation and development – delivering a new version of MappingGM, utilising existing capabilities in GMCA and GMFRS.	Digital, Place, TFGM Environment, Salford City Council, GMFRS	X		X	X

Team development activities					
Specialisms – development of skills specialisms within the research team focussing on advanced quantitative skills, advanced qualitative skills and evaluation.	All	X		X	X
Data team – Launch of the research data team which will support the wider team and organisation in enhancing our data science capacity to support Devolution Trailblazer, Single Settlement, and the wider responsibilities of the GMCA and partners.	All	X		X	X
Appraisal – To support the Single Settlement, development of the team appraisal capacity including updating CBA capacity and developing and embedding a new Place Based Appraisal approach.	All	X	X	X	X
Devolution – Developing the skills and practice of the team to support Single Settlement research, evidence and data requirements.	All	X	X	X	X
Digital and Information Strategy					
Strengthening Communities Digital Inclusion Fund Support in collection and mapping of data, creation and update of the Digital Exclusion Risk Index.	Digital Ageing Education, Work and Skills		X	X	X
GM Digital Platform and Data Mesh Supporting use case development for the GM Digital Platform and the Data Mesh to provide an efficient approach to secure sign-on, identity access management, data management and reporting and analytics within the GMCA and with partners.	Reform Digital	X		X	
Refresh of the delivery and communications & engagement plan for the GM Information Strategy Providing research support and input to programmes of work underneath the Information Strategy delivery plan: automated decision making, AI use, open data, open government, and data sharing frameworks.	Information and Data Governance GM Information Board	X	X	X	X
Establishing a new data partnership with UK Government that aims to support single settlement, decision making and outcomes	Strategy	X			X

Identifying the requirements, data to be shared, processes and delivery programme for the Data Partnership, as well as acting as a Research lead for data asks.	Information and Data Governance TfGM				
Economy					
Innovation Accelerator: development of the business case through to the development of monitoring and evaluation plans in association with Innovate UK and other Government partners. Exploratory work to measure the performance of the local innovation ecosystem	Economy	X	X	X	X
Foundational Economy Innovation Fund including scoring of bids for funding through stage two of the fund and engagement and oversight of LLR, the evaluation partner.	Economy		X	X	X
Night Time Economy (NTE) data insights – working with WMCA, DLUHC and other partners to develop a data insights project on the NTE	Place	X	X	X	X
Support to research requirements associated with the Bee Net Zero programmes as they relate to the Economy portfolio area.	Environment				X
Employment and Skills					
Evaluation Support - a 'meta-evaluation' with an external partner to provide a summary and assessment of a suite of employment and skills evaluations to date.	Employment and skills	X	X	X	X
Quantifying skills interventions This strand of research will support single settlement/trailblazer discussions around cost of upskilling interventions.	Employment and skills	X	X	X	X
Individual Placement and Support in Primary Care (IPSPC) Evaluation will be commissioned, with design and scoping and ongoing support will be offered from within research.	Employment and Skills NHS GM			X	X
Sufficiency review Assessment of 16-18 sufficiency in Further Education.	Employment and Skills	X	X		X
Youth Employment and Opportunities - delivery of programme evidence base, including evaluation of Careers Community of Practice and requirements of devo trailblazer agreement.	Education Work and Skills Reform	X	X	X	X

Environment					
Five-Year Environment Plan Research: research support to develop the next Five-Year Environment Plan, including development of new targets and indicators, monitoring, and continue work on emissions pathway/trajectory.	All		X	X	X
Adaptation and Climate Risks Plan Continue development of a Climate Risk and Vulnerability Assessment for Greater Manchester	Environment		X	X	X
Domestic retrofit programmes providing supporting evidence for targeting of delivery, and monitoring and evaluation	Environment Place	X	X	X	X
Public Sector Decarbonisation Undertake monitoring and evaluation across the public sector decarbonisation programme, including grant funded PSDS waves.	Environment	X	X	X	X
GM Strategic Initiatives					
Provide research, evidence and insight to underpin cross-cutting initiatives including the GMS, mayoral and corporate priorities and the devolution agenda, brokering inputs from across the Research Team as required.	All	X	X	X	X
Provide research support for the equalities / inequalities agenda to help meet the GMS objective of a 'fairer GM', including the provision of evidence needed by policy directorates and the GM equality panels to define and implement their priorities.	All	X	X	X	X
Analysis of demographic trends across GM to support the formulation of long-term strategies and the planning of services such as education, public transport, health and housing.	All	X	X	X	X
Place					
Places for Everyone Supporting the implementation of Places for Everyone, local plan evidence and monitoring of Places for Everyone	Place Environment Economy	X	X	X	X
Housing delivery plan Research to develop the housing delivery plan for affordable and market housing, including net zero housing ambitions	Place Environment	X	X	X	X

Private Rented Sector Research - consultation and implementation of the Good Landlord Charter. Evaluation of the Good Landlord Scheme	Place Reform	X	X	X	X
Police, Crime, Criminal Justice and Fire					
Victims of Crime – Evaluation of Community led pilots. YEF Focussed Deterrence ‘Another Chance’ project. Design and monitoring of the Victims Survey.	Police, Crime and Fire Reform		X	X	X
Reducing Harm and Re-Offending - Redevelopment of domestic abuse outcomes framework, extending to broader Gender Based Violence agenda. Research and Evaluation support for Integrated Rehabilitation Services (IRS) programme. Supporting publication of 10-year GM Serious Violence Strategy.	Police, Crime and Fire Reform Place		X	X	X
Supporting Community Safety - Policing and Community Survey ongoing management and bi-annual deep dives. Ad-hoc data analysis/research support across the 10 Community Safety Partnerships and other statutory partners	Police, Crime and Fire Reform		X	X	X
Complex Safeguarding - Quarterly reporting of the GM Complex Safeguarding Impact & Insights Framework. Regular Ongoing Work. Additionally, developing health data insights to incorporate into the I&I quarterly. Analysis of peer reviews and audits to provide insight into strengths, areas for development and recommendations.	Police, Crime and Fire Reform			X	X
Population Health					
Population Health Team: projected impact - Support analysis into the projected impact of the NHS GM Integrated Care Population Health Team total work programme over 3 years. Working with NHS GM Data, Insight, and Intelligence colleagues, University of Manchester / NIHR ARC-GM, and Health innovation Manchester.	NHS GM	X	X	X	X
Health and Poverty Working with the NHS GM Strategic Intelligence function and the NHS GM Population Health team to scope a new piece of analysis relating to health and poverty.	All				X

Alcohol Harms: Commissioned research Mixed-methods research to understand the factors that influence/impact on alcohol use among young people within Greater Manchester	Police, Crime and Fire				X
Public Service Reform					
Early Help Transformation and Supporting Families Delivery: - Ensure local authority compliance with national Supporting Families reporting requirements, improve collaborative use of data through pan-GM projects. - Provide quantitative research and evaluation support to leads involved in the delivery of new models of support for families, including family hubs; family help; and related innovation activity.	Police, Crime and Fire		X	X	X
Homelessness prevention and rough sleeping support - Spend analysis and commissioning principles for temporary accommodation - Evaluation of Young Person's homelessness prevention pathfinder - Embedding new rough sleeping evidence-led framework in LA decision making and automating performance monitoring - Supporting assurance and learning / long-term decision making about A Bed Every Night	Place Reform	X	X	X	X
Asylum and refugee response - Delivering the quantitative evaluation of the Restricted Eligibility Support Service / to inform future VCFSE funding decisions; - Ongoing monitoring of asylum populations/impact on homelessness outcomes and support via Data Leads Group to improve data quality and collection in this space	Place Reform Skills	X	X	X	X
Early years & school readiness - insights work (childcare sufficiency; child development monitoring); themed analysis for pathway development (e.g. speech & language); digital transformation-related analysis.	Reform Digital		X	X	
Children and young people - research, analysis and evaluation function in support of the GM Children and Young People Programme. Priority workstreams reflect Reform directorate	Reform NHS GM		X	X	X

prioritisation of: care experienced young people; children and young people with special educational needs and disabilities (SEND); children and young people's wellbeing; children's social care workforce	Education Work and Skills Police and crime				
Mental health transformation - review and evaluation of the Greater Manchester mental health transformation programme: covering both community and crisis mental health transformation themes, spanning adults and children	NHS GM Education Work and Skills		X	X	
Multiple disadvantage and complex needs - analytical support (data analysis; financial modelling) to support the development of a business case for the scaling up of approaches to tackle multiple disadvantage and complex needs.	All	X	X	X	X
Greater Manchester Ageing Hub – continued research team support to underpin the delivery of the GM Age-Friendly Strategy and implementation plan	Economy Education Work and Skills Police, Crime and Fire	X		X	X
Corporate Calendar For your key activities highlighted above please include quarterly delivery milestones.					
Milestones					
Directorates key activities / deliverables	Q1	Q2	Q3	Q4	
Supporting the implementation of the Devolution Trailblazer and Single Settlement, including agenda shaping, appraisal and business case support, development and reporting against the Single Settlement outcomes framework, and evaluation. Leading on the devolution data partnership			Agreed Single Settlement Outcomes Framework	Agreed Single Settlement Outcomes targets	
Greater Manchester Strategy (GMS) Performance Monitoring – reporting progress against GMS ambitions, including the implications of spatial and demographic variation across the city	Updated performance	Refreshed performance framework published	Refreshed set of performance	Refreshed performance dashboards	

region, and refreshing the GMS performance framework alongside the Strategy itself	dashboards published		dashboards developed	baseline report published
UK Shared Prosperity Fund – Facilitate work to deliver the independent / external evaluation of GM's UKSPF programme	Bi-monthly progress report(s)	Evidence digest		6 x Final reports (emerging learning for individual prioritised programmes)
Housing and health stock condition survey – commission and project manage a GM Housing Stock Condition Survey and develop use cases with health and environment teams to improve housing quality and health outcomes.	Project steering group kick-off		Stock condition field work and health data matching	Use cases and reporting
Five-Year Environment Plan Research: research support to develop the next Five-Year Environment Plan, including development of new targets and indicators, monitoring, and continue work on emissions pathway/trajectory.	Emissions pathway results finalised. Outcomes framework drafted	Outcomes framework finalised, including indicators	Monitoring dashboards developed	Monitoring dashboards finalised
Sufficiency review Assessment of 16-18 sufficiency in Further Education.		Interviews with stakeholders	Reporting	Dissemination
ESPRESSO – update and re-release the GM local tax and spend tool, ESPRESSO, in partnership with ONS	Project group established	Spend analysis RAP developed	Tax analysis	Reporting and dissemination

Directorate: Resilience

Brief Overview of Directorate

The core function of the GM Resilience Unit is to support local authorities in Greater Manchester to respond effectively to emergencies and major incidents. The unit delivers a civil contingencies service, jointly funded by GM's 10 councils, ensuring that the councils, inclusive of their public health functions, discharge their emergency planning statutory duties and are prepared in case of an emergency. The team also offers a 24/7/365 on-call support service, available to give technical advice to councils in the event of any emergency.

In addition to encouraging readiness to manage emergencies, the unit has a broader role in promoting urban resilience, assessing and mitigating risk, and working to prevent emergencies from occurring. This is accomplished through delivery of the GM Resilience Strategy and includes system-wide leadership for resilience in GM with membership of a range of GM governance structures. GMRU also contributes to and learns from national networks such as Core Cities and the National Consortium for Societal Resilience (NCSR+), together with international best practice through the UN's Making Cities Resilient 2030 initiative (MCR2030), Resilient Cities Network (RCN) and Counter Terrorism Preparedness Network (CTPN). GM is recognised as one of a handful of global Resilience Hubs within MCR2030.

The team also hosts the secretariat and support function for GM's civil contingencies statutory multi-agency partnership, the Greater Manchester Resilience Forum (GMRF). A significant national change programme to uplift the work of Local Resilience Forums (LRFs) has recently commenced. Within this Strengthening LRF's (SLRF) programme, GMRF is one of eight national pilot areas. The pilot will deliver the local resilience element of the Trailblazer Devolution Deal.

In addition, a small team has been established within the unit to support GM's implementation of the new Protect Duty, also known as Martyn's Law, which is due through Parliament this year.

Directorate delivery:

Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)

- **Corporate Objective 1: Deliver core and devolved services for the public**
- **Corporate Objective 2: Secure, and manage, funding and investment at Greater Manchester level for agreed activity**
- **Corporate Objective 3: Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues**
- **Corporate Objective 4: Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy**

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Carry out annual assessment and gap analysis of council emergency preparedness and resolve any issues arising		X		X	
Deliver a training and exercising programme in collaboration with councils enabling council commanders and support services e.g. control centres to develop and maintain their competence	Procurement, finance	X		X	
Review and refresh protocols and training to support political engagement across Greater Manchester in emergency management	Governance, Mayor's Office	X		X	X
Following the transfer of the unit to GMCA, review unit on-call arrangements to maintain technical capacity, ensuring delivery of effective emergency response	People services	X			
Review and ensure effective arrangements are in place within agreed multi-agency protocols for council and unit activation in multi-agency emergencies and that they are regularly tested		X		X	

Provide councils with a contingency planning service for pre-planned major events across GM		X		X	
Review and develop an updated Community Risk Register, together with multi-agency and council emergency plans, incorporating learning identified from exercises and incidents	Research, communications	X		X	
Action learning from 2023 exercises and fundamentally review and refresh plans for wide area evacuation and shelter		X		X	
Manage GMRF's work programme, capturing value added through the LRF support team in line with the LRF Capabilities and Capacity Programme Delivery Plan agreed with DLUHC		X	X	X	
Manage Project Unity in line with LRF Innovation Fund application and grant award from DLUHC	Digital, information governance	X	X	X	
Incorporate learning from Manchester Arena Inquiry, Grenfell Tower Inquiry and COVID-19 Inquiry into GMRF's work	Legal	X		X	
Manage GMRF and GM CONTEST Board meetings and supporting structures		X		X	X
Provide assurance to GMRF on the compliance of GMRF's work with statutory requirements and good practice through a review against national Resilience Standards		X		X	
When the Protect Duty becomes law, establish the implications and actions needed by councils and support development of a GM approach, reporting to the GM CONTEST Board	Legal services	X		X	
Negotiate and agree the SLRFs Delivery Plan with DLUHC, followed by implementation	Communications & engagement, finance, governance, people	X	X	X	X

	services, research, public sector reform				
Proactively participate in the Resilience Beyond Observed Capabilities Network (RBOCN+) research consortium	All directorates	X	X	X	X
Contribute leadership to the Resilience for Communities (R4C) programme	Environment	X	X	X	X
Facilitate the Global Risk and Resilience Fellowship in GM	Environment	X	X		X
Draw learning from and contribute to UNDRR's MCR2030 initiative in line with the GM Resilience Hub action plan and as a member of the Regional Coordinating Committee (RCC-ECA)	Environment	X		X	X
Deliver a corporate review of business continuity arrangements across GMCA, including refreshing the unit's BCP	Governance, all directorates	X			
Corporate Calendar					
For your key activities highlighted above please include quarterly delivery milestones.					
Milestones					
Directorates key activities / deliverables	Q1	Q2	Q3	Q4	
Deliver a training and exercising programme in collaboration with councils enabling council commanders and support services e.g. control centres to develop and maintain their competence	X Agree minimum requirements with Chief	X Baseline metric agreed on	X Training offer designed and	X Improvement in baseline metric	

	Officers Group	current position	commissioned	
Review and ensure effective arrangements are in place within agreed multi-agency protocols for council and unit activation in multi-agency emergencies and that they are regularly tested	X Review awareness and training re protocols. Exercise	X Exercise together with lessons identified from Q1 addressed	X Exercise together with lessons identified from Q2 addressed	X Exercise together with lessons identified from Q3 addressed
Manage GMRF's work programme, capturing value added through the LRF support team in line with the LRF Capabilities and Capacity Programme Delivery Plan agreed with DLUHC	X 2024/25 Delivery Plan drafted and agreed with DLUHC	X Business Plan updated with milestones in Delivery Plan and progress reported	X Business Plan updated with milestones in Delivery Plan and progress reported	X Business Plan updated with milestones in Delivery Plan and progress reported
When the Protect Duty becomes law, establish the implications and actions needed by councils and support development of a GM approach, reporting to the GM CONTEST Board			X Subject to publication, new Act analysed and implications for councils assessed.	X Governance structures established and future work programme agreed

Negotiate and agree the SLRFs Delivery Plan with DLUHC, followed by implementation	X SLRF Delivery Plan and resourcing agreed with DLUHC	X Team recruited, induction and technical upskilling completed	X Business Plan updated with milestones in Delivery Plan and progress reported	X Business Plan updated with milestones in Delivery Plan and progress reported
--	--	---	---	---

Directorate: Strategy

Brief Overview of Directorate

The Strategy Team's primary functions are:

- To support delivery of GMCA strategic objectives
- To lead on strategy development & co-ordination
- To support CA senior leadership & manage relationships
- To support on policy work

The team is directly responsible for the development of the Greater Manchester Strategy and delivery of the GMS and has a key role to play in monitoring and coordinating the delivery of GMS actions. Much of the work undertaken by the team provides an enabling function to policy and delivery teams of the GMCA and the political leaders. The team provides rapid, high quality

analysis, data, advice and briefing to enable effective and timely and informed decision-making. The team is split into a number of sub teams with responsibilities as set out below:

- Mayoral Engagement - Providing timely support to the Mayor & CA senior leadership
- Public Affairs & Government engagement - Supporting and reinforcing delivery of Greater Manchester priorities by engaging with and cultivating strong relationships with Government, Parliamentary and External Partners, securing advocacy for our ambitions
- International - Leading on developing international relations for GMCA & Mayor including city-to-city collaborations
- Transport – provide support and advice to the Mayor and Transport and Active Travel Commissioners on transport policy and projects and work closely with TfGM to ensure the delivery of GMCA's transport priorities
- Fiscal events and devolution strategy – Leading GM's response to government fiscal events (Spending Reviews and Budgets) and provide corporate ownership of response to the Levelling Up agenda and devolution negotiations
- GMS - Leading on strategy development and coordination
- Equalities – facilitating engagement with communities-of-identity to inform targeted interventions by GMCA and partners, with strategic leadership from the Tackling Inequalities Board
- VCSE – collaboration with the VCSE sector and partners to facilitate delivery of an effective Accord

- Corporate – Leading on the development of the corporate plan and annual business plans with aligned directorate plans

Directorate delivery:

Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)

- **Corporate Objective 1:** Deliver core and devolved services for the public
- **Corporate Objective 2:** Secure, and manage, funding and investment at Greater Manchester level for agreed activity
- **Corporate Objective 3:** Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues
- **Corporate Objective 4:** Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
<ul style="list-style-type: none"> • Oversee refresh of the Greater Manchester Strategy and implementation 	Input required from Directorates			X	X

<ul style="list-style-type: none"> Business Plan development and oversight 	Input required from Directorates				X
<ul style="list-style-type: none"> Supporting ELN / ELN Hub and ELN Task and Finish groups 	Input required from Directorates				X
<ul style="list-style-type: none"> Lead activity on organisational improvement, ensuring organisational readiness for single settlement and wider developments 		X	X	X	X
<ul style="list-style-type: none"> Development of co benefits approach 					X
<ul style="list-style-type: none"> Continued delivery of equality panels and their priorities 			X	X	X
<ul style="list-style-type: none"> Facilitate development and interpretation of the GM Race Equity Framework 				X	X
<ul style="list-style-type: none"> Support monitoring and evaluation of the GMCA Equality Objectives 					X
<ul style="list-style-type: none"> Continued development and delivery of the Civic Leadership Programme 			X		X
<ul style="list-style-type: none"> Continued development and delivery of the VCSE accord and CA activity, including roll out of Fair Funding Protocol 					X
<p>Mayoral support</p> <ul style="list-style-type: none"> Support the Mayor on various health priorities including Live Well with Cancer, HIV Fast Track City Programme and delivery of GM Autism Strategy 				X	X
<ul style="list-style-type: none"> Support the GM Women's Football Board, including providing secretariat support, organisation of events, receptions & communications 					X

<ul style="list-style-type: none"> • Monitor implementation of Mayoral manifesto commitments, & prepare for new Mayoral term 					X
<ul style="list-style-type: none"> • Manage the commissioning process for the Mayor providing timely, accurate, evidence-based advice to the Mayor 					X
<ul style="list-style-type: none"> • Manage the internal process for Mayoral Question Time and production of the Mayoral Top Lines Briefing Pack 					X
<ul style="list-style-type: none"> • Provide comprehensive support to the Mayor including provision of advice, drafting of correspondence and attendance in meetings / visits 					X
<ul style="list-style-type: none"> • Work with GMCA Culture Team to deliver Mayor's Artist of the Month Initiative 					X
<ul style="list-style-type: none"> • Lead on drafting of Mayoral speeches across a range of policy areas 					X
<p>International</p> <ul style="list-style-type: none"> • Host international delegations and build relationships with key markets identified in the GM International Strategy 				X	X
<ul style="list-style-type: none"> • Provide the secretariat for: the GM-Bangladesh Partnership Board, the GM-Japan Steering Group & GM – Pakistan Forum 				X	X
<ul style="list-style-type: none"> • Continue to develop city region to city region relationships including with Osaka (Japan) and the Ruhr metropolitan region (Germany), including the potential for a mission to the Ruhr in October 2024 				X	X

<ul style="list-style-type: none"> Follow up from US Mission in March 2023, including developing relationships with Austin, New York City & North Carolina 				X	X
<ul style="list-style-type: none"> Continue supporting the Mayor's involvement in the Unbroken Cities initiative 				X	X
<ul style="list-style-type: none"> Follow up from GM Mission to Japan in December 2023, including work to deliver the GM-Osaka MoU Follow up from GM Mission to Japan in December 2023, including work to deliver the GM-Osaka MoU, supporting new relationships with Japan/Osaka partners such as Panasonic, Hitachi and developing a GM plan for EXPO25 and Japan Week 2025. 				X	X
<p>Government engagement and public affairs</p> <ul style="list-style-type: none"> Provide Government with insight into our priorities and cultivate relationships with key influencers including Ministers & Senior Civil Servants. Facilitate a programme of by bi-lateral meetings and visits to GM 	Input required from Directorates, Districts & GM Family		X	X	X
<ul style="list-style-type: none"> Provide GM MPs with insight of our priorities and develop cross-party relationships so that we are seen as a trusted partner and encourage parliamentary stakeholders to lobby Government on our behalf 	Input required from Directorates & GM Family		X		X
<ul style="list-style-type: none"> Increase awareness of our priorities and develop cross-party relationships. Facilitated by regular meetings & briefings 	Input required from Directorates & GM Family		X		X
<ul style="list-style-type: none"> Promote awareness of our priorities to businesses, membership organisations and the third sector 	Input required from Directorates & GM Family		X		X
<ul style="list-style-type: none"> Lead on Party Conference programme of engagement, advocate support and GM events 	Input required from Directorates, Districts & GM Family		X	X	X

Transport <ul style="list-style-type: none"> • Provide comprehensive support to the Transport Commissioner and Active Travel Commissioner including provision of briefings and advice, managing inboxes, diary management, drafting of correspondence, attendance in meetings / visits and communications and engagement support 				X	X
<ul style="list-style-type: none"> • Provide support for Bee Network Governance Meetings including advising on agenda items, preparation of papers and taking notes in meeting 				X	X
<ul style="list-style-type: none"> • Work with TfGM to co-ordinate implementation and delivery of Active Travel Commissioner's 'Refresh the Mission' recommendations 				X	X
<ul style="list-style-type: none"> • Continue joint working with TfGM to ensure delivery of GMCA transport priorities 				X	X
<ul style="list-style-type: none"> • Support the Mayor at Transport for the North Board and Rail North Committee meetings and in his role as Rail North Committee Chair 	X				
3. Provide support and advice to the Mayor in his role as Transport Portfolio holder, including providing scrutiny and challenge to delivery partners				X	X
Devolution		X	X		

<ul style="list-style-type: none"> Agree Single Settlement MoU annexes with HMG by Spring 24, covering approach to Outcomes Framework, formulae, and financial year flexibility 					
<ul style="list-style-type: none"> Support organisational development in light of Trailblazer devolution deal, lead programme team for the design and delivery of organisational improvements and developments, including strategic capability and policymaking capacity 		X	X	X	X
<ul style="list-style-type: none"> Prepare for organisational 'readiness check' ahead of Single Settlement implementation 		X	X	X	X
<ul style="list-style-type: none"> Prepare for the next Spending Review and Single Settlement implementation 		X	X	X	X
<ul style="list-style-type: none"> Co-ordinate implementation of Trailblazer Devolution Deal 		X	X	X	X
<ul style="list-style-type: none"> Provide officer lead for GM's engagement with the M10 network and Convention of the North 				X	X
Corporate Calendar					
For your key activities highlighted above please include quarterly delivery milestones.					
Milestones					
Directorates key activities / deliverables	Q1	Q2	Q3	Q4	
<ul style="list-style-type: none"> Oversee refresh of the Greater Manchester Strategy 	X	X			

<ul style="list-style-type: none"> • Business Plan development and oversight 			X	X
<ul style="list-style-type: none"> • Supporting ELN / ELN Hub and ELN Task and Finish groups 	X	X	X	X
<ul style="list-style-type: none"> • Lead activity on organisational improvement, ensuring organisational readiness for single settlement and wider developments 	X	X	X	X
<ul style="list-style-type: none"> • Development of co benefits approach 	X	X	X	X
<ul style="list-style-type: none"> • Continued delivery of equality panels and their priorities 	X	X	X	X
<ul style="list-style-type: none"> • Facilitate development and interpretation of the GM Race Equity Framework 	X	X	X	X
<ul style="list-style-type: none"> • Support monitoring and evaluation of the GMCA Equality Objectives 	X	X	X	X
<ul style="list-style-type: none"> • Continued development and delivery of the Civic Leadership Programme 	X	X	X	X
<ul style="list-style-type: none"> • Continued development and delivery of the VCSE accord and CA activity, including roll out of Fair Funding Protocol 	X	X	X	X
Mayoral support <ul style="list-style-type: none"> • Support the Mayor on various health priorities including Live Well with Cancer, HIV Fast Track City Programme and delivery of GM Autism Strategy 		X		X
<ul style="list-style-type: none"> • Support the GM Women's Football Board, including providing secretariat support, organisation of events, receptions & communications 				X

<ul style="list-style-type: none"> • Monitor implementation of Mayoral manifesto commitments, & prepare for new Mayoral term 	X	X		X
<ul style="list-style-type: none"> • Manage the commissioning process for the Mayor providing timely, accurate, evidence-based advice to the Mayor 	X	X	X	X
<ul style="list-style-type: none"> • Manage the internal process for Mayoral Question Time and production of the Mayoral Top Lines Briefing Pack 	X	X	X	X
<ul style="list-style-type: none"> • Provide comprehensive support to the Mayor including provision of advice, drafting of correspondence and attendance in meetings / visits 				X
<ul style="list-style-type: none"> • Work with GMCA Culture Team to deliver Mayor's Artist of the Month Initiative 				
<ul style="list-style-type: none"> • Lead on drafting of Mayoral speeches across a range of policy areas 				
International <ul style="list-style-type: none"> • Host international delegations and build relationships with key markets identified in the GM International Strategy 	X	X	X	X
<ul style="list-style-type: none"> • Provide the secretariat for: the GM-Bangladesh Partnership Board, the GM-Japan Steering Group & GM – Pakistan Forum 	X	X	X	X
<ul style="list-style-type: none"> • Continue to develop city region to city region relationships including with Osaka (Japan) and the Ruhr metropolitan region (Germany), including the potential for a mission to the Ruhr in October 2024 	X	X	X	X

<ul style="list-style-type: none"> Follow up from US Mission in March 2023, including developing relationships with Austin, New York City & North Carolina 				
<ul style="list-style-type: none"> Follow up from GM Mission to Japan in December 2023, including work to deliver the GM-Osaka MoU 	X	X	X	X
Government engagement and public affairs <ul style="list-style-type: none"> Provide Government with insight into our priorities and cultivate relationships with key influencers including Ministers & Senior Civil Servants. Facilitate a programme of by bi-lateral meetings and visits to GM 	X	X	X	X
<ul style="list-style-type: none"> Provide GM MPs with insight of our priorities and develop cross-party relationships so that we are seen as a trusted partner and encourage parliamentary stakeholders to lobby Government on our behalf 	X	X	X	X
<ul style="list-style-type: none"> Increase awareness of our priorities and develop cross-party relationships. Facilitated by regular meetings & briefings 	X	X	X	X
<ul style="list-style-type: none"> Promote awareness of our priorities to businesses, membership organisations and the third sector 	X	X	X	X
<ul style="list-style-type: none"> Lead on Party Conference programme of engagement, advocate support and GM events 			X	X
Transport <ul style="list-style-type: none"> Provide comprehensive support to the Transport Commissioner and Active Travel Commissioner including provision of briefings and advice, managing inboxes, diary management, drafting of correspondence, attendance in 	X	X	X	X

meetings / visits and communications and engagement support				
<ul style="list-style-type: none"> Provide support for Bee Network Governance Meetings including advising on agenda items, preparation of papers and taking notes in meeting 	X	X	X	X
<ul style="list-style-type: none"> Work with TfGM to co-ordinate implementation and delivery of Active Travel Commissioner's 'Refresh the Mission' recommendations 	X	X	X	X
<ul style="list-style-type: none"> Continue joint working with TfGM to ensure delivery of GMCA transport priorities 	X	X	X	X
<ul style="list-style-type: none"> Support the Mayor at Transport for the North Board and Rail North Committee meetings and in his role as Rail North Committee Chair 	X	X	X	X
<ul style="list-style-type: none"> Provide support and advice to the Mayor in his role as Transport Portfolio holder, including providing scrutiny and challenge to delivery partners. 	X	X	X	X
Devolution <ul style="list-style-type: none"> Agree Single Settlement MoU annexes with HMG by Spring 24, covering approach to Outcomes Framework, formulae, and financial year flexibility 		X (Q1)		
<ul style="list-style-type: none"> Support organisational development in light of Trailblazer devolution deal, lead programme team for the design and 	X (Q2-Q3)	X (Q2-Q3)		

delivery of organisational improvements and developments, including strategic capability and policymaking capacity				
<ul style="list-style-type: none"> Prepare for organisational 'readiness check' ahead of Single Settlement implementation 				
<ul style="list-style-type: none"> Prepare for the next Spending Review and Single Settlement implementation 			X (Q3-Q4)	X (Q3-Q4)
<ul style="list-style-type: none"> Co-ordinate implementation of Trailblazer Devolution Deal 	X (Q1-Q4)	X (Q1-Q4)	X (Q1-Q4)	X (Q1-Q4)
<ul style="list-style-type: none"> Provide officer lead for GM's engagement with the M10 network and Convention of the North 			X (Q1)	X (Q1)

Directorate: Waste and Resources 24/25 Directorate Plan

Brief Overview of Directorate

The Waste and Resources team primary function is to deliver GMCA's statutory duties as a waste disposal authority. This is accomplished through the management of the largest waste contracts in Europe for the receipt, recycling, recovery and disposal of c.1.1 million tonnes per annum of waste collected by 9 of the Greater Manchester waste collection authorities (excluding Wigan) and received from residents at the network of Household Waste Recycling Centres (HWRCs). The team is responsible for managing and maintaining all waste processing facilities to ensure facility availability and service delivery. In addition, the team delivers a communications, education and behavioural change programme designed to raise awareness and participation in recycling and reuse schemes. As well as managing today's waste, the team also maintains several former landfill sites across Greater Manchester to ensure the infrastructure is safe, operational, and effective. Waste management will be subject to significant national policy changes over the next 5 years and the team is responsible for reviewing the impact of policy on waste collection and disposal contract arrangements and developing strategic plans to ensure service continuity.

Directorate delivery:

Please set out activity to be delivered during 2024/25, highlighting any dependencies on other directorates and mark with X which corporate objective(s) the activity contributes to.

Additionally, please highlight which activities (3-5) have whole organisation impact or are your headline key deliverables for the year (these will be included in the main body of the business plan and with milestones monitored quarterly)

- **Corporate Objective 1:** Deliver core and devolved services for the public
- **Corporate Objective 2:** Secure, and manage, funding and investment at Greater Manchester level for agreed activity
- **Corporate Objective 3:** Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues
- **Corporate Objective 4:** Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships, and influencing policy

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Develop long term strategy for management of biowaste and commence procurement for capacity post 2026	Procurement	X	X	X	X
Develop plan for provision of future waste services post 2026 either through procurement or extension of existing contracts	Legal, Procurement	X			
Review impacts of national Resources and Waste Strategy on the waste contracts for service delivery and finance	Finance	X	X	X	X

Commence seasonal waste composition study to inform the development of GM Waste Strategy	Procurement	X			
Commence development of new Materials Recovery Facility (MRF)		X			
Commence development of Reliance St HWRC	Comms	X			
Ensure the assets are being operated and maintained in accordance with the Contract Specification and service changes that may be required.	Estates	X			
Monitor the performance of Suez against the performance management framework and Service Delivery Plans (SDPs), applying financial penalties where applicable	ICT – Tableau/ Power BI/ SQL	x			
Proactive approach to monitoring legislation and policy changes affecting the waste and energy sectors		X	X	X	X
Develop plans to decarbonise the service, assets and infrastructure	Procurement, Finance, Environment	X	X	X	X
Develop and deliver the Communications and Behavioural change plan on behalf of the 9 waste collection authorities		X	X	X	X
Working in partnership with districts and Suez to maximise the social return on investment derived from the contracts		X	X	X	X
Waste Data Flow – WCA and WDA data verified; compiled; distributed and submissions entered in line with statutory requirements		X		X	
Complete agreement for managing 2 former landfill sites on behalf of MCC	Estates/legal	X			
Run the R4GM Community fund and award funding		X	X	X	X

Corporate Calendar				
For your key activities highlighted above please include quarterly delivery milestones.				
Milestones				
Waste Data Flow – WCA and WDA data verified; compiled; distributed and submissions entered	X	X	X	X
Suez annual report received and reviewed	X	X		
Initial tonnage forecasts from Districts for 24/25 levy allocation received and reviewed			X	
Review data for access restriction measures at HWRCs and revised policy		X		
Biowaste strategy approved by GMCA	X			
Commencement of waste composition study		X		
Complete detailed design for MRF		X		
Works commencement for Reliance St HWRC		X		
Confirm successful applicants for community fund		X		
Open Community Fund for applications for 25/26 funding round				X
Budget and Levy for 25/26 finalised and approved				X
Review Defra responses to Resources and Waste Strategy consultations and review implications	X			
Commence development of GM Waste Strategy			X	

Suez Service Delivery Plans received, and review commenced, with final versions completed by April 24				X
Finalise Comms and Behavioural Change Plan				X
Run and award the R4GM Community fund	X	X	X	X

GMCA Resources Committee

Date: 22 March 2024
Subject: Re-evaluation of Head of Low Carbon Post
Report of: Andrew Lightfoot, Deputy Chief Executive, GMCA

Purpose of Report

To seek approval to establish the Head of Low carbon post on the GMCA's Senior Pay Scale following a Job Evaluation.

Recommendations:

The GMCA is requested to:

1. Authorise the GMCA Chief Executive to progress the "Head of Low Carbon" post in the Environment Directorate to band SM7 of the senior pay-scale, backdated to November 2023 following the Job Re-evaluation.
2. Note that the post has been re-evaluated in line with the LGA framework and that the outcome of that re-evaluation was that the posts should move from Grade 11 onto the Senior pay-scale (SM7).
3. Note that additional costs will be met from existing GMCA Environment Directorate budgets.

Contact Officers

Mark Atherton (Director of Environment) – mark.atherton@greatermanchester-ca.gov.uk

Report authors must identify which paragraph relating to the following issues:

Equalities Impact, Carbon and Sustainability Assessment:

Results of the [Sustainability Decision Support Tool](#) to be included here:

A [Training Video](#) is available on how to use the tool. N/A

Risk Management

There are no risk management implications

Legal Considerations

There are no legal considerations

Financial Consequences – Revenue

See Section 3

Financial Consequences – Capital

There are no capital finance implications

Number of attachments to the report: 1 (Post Specification)

Comments/recommendations from Overview & Scrutiny Committee

None

Background Papers

None

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction/Background

- 1.1 Currently Grade 11 within the Environment Directorate, the Head of Low Carbon post has grown significantly over the last two years, aligned with the growing importance placed on the climate change agenda within GM and the expansion of low carbon programmes being managed by GMCA primarily utilising national funds.
- 1.2 The current post holder assumed the role in September 2020 on a fixed term 'acting' basis and appointed permanently to the role in March 2023.
- 1.3 This post has been responsible for bidding for and winning significant funds from central Government to deliver Greater Manchester's Low Carbon ambitions. In addition, the post has expanded to include engaging and developing partnerships with the private sector. These activities are anticipated to continue to grow in the future.
- 1.4 Over the last two years, the Head of Low Carbon post has grown from managing 2-4 people to managing 3 Teams with a combined head count of over 20 FTE. Similarly, the annual budget management responsibility of this post has grown from £2-5m to in excess of £100m. These changes, whilst gradual, are cumulatively significant and prompted a Job Re-evaluation.

2. Proposed Uplift to Role

- 2.1 The post has been re-evaluated in line with the LGA framework with the outcome of that re-evaluation being that the posts should move from Grade 11 onto the Senior pay-scale (SM7).
- 2.2 The current market conditions for this type of role are particularly buoyant, with similar posts to this being offered by Central Government Departments (based in Salford) at £10k above Grade 11 and similar local private sector posts up to £20k above Grade 11.
- 2.3 The current post holder has recently decided to leave GMCA with one of the key reasons being financial. The post he has been attracted in to is thought to be in

excess on the proposed SM7 grade for this post. The recruitment process to fill this role is underway.

3. Financial Implications

- 3.1 The current post holder is already at the top of Band 11 so the uplift in cost will be marginal. Any new post holder coming into the role will be subject to salary negotiation on appointment.
- 3.2 Additional costs will be met from within existing GMCA pay budgets and recharge to appropriate external grants and programmes where applicable.

ANNEX A – Role Profile

GMCA

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Head of Low Carbon, Environment Directorate

Job Title:	Head Of Low Carbon	Date:	17/01/24
Reporting Line:	Director of Environment	Salary:	SM7
Team:	Low Carbon	Business Area:	GMCA

JOB PURPOSE

To work with the Director of Environment to oversee development and delivery of the Greater Manchester 5 Year Environment Plan, with a focus on Low Carbon and delivery of the GM Local Area Energy Plans.

The role holder will be responsible for the management of the internal and external development and delivery functions as well as leading on future low carbon / net zero planning at GMCA. They will be part of the Directorates leadership team, alongside the Director, the Head of Natural Environment and Head of Sustainable Consumption & Production and will be part of the GMCA's extended leadership network.

They will be expected to represent Low Carbon / net zero across the organisation, the city region, nationally and internationally, providing strategic and operational expertise and support in a high profile and demanding environment. This will see them working closely with the Mayor's office, GMCA Executive, GM political and senior leadership

The role holder will manage significant low carbon / net zero activity across the breadth of the subject matter to ensure Greater Manchester is able to deliver its ambitious vision of for everyone to be able to live a good life, growing up, getting on and growing old in a greener, fairer and more prosperous place.

This will include the development and delivery of programmes averaging £100m per annum, with a team of up to 5-15 multi-disciplinary officers.

KEY RELATIONSHIPS

- Environment Director
- GMCA Senior Leadership Team
- GMCA portfolio holders – council leaders and chief executives
- Mayor's Office
- Senior officers of key partner and national government teams
- Key Northwest regional low carbon stakeholders

KEY RESPONSIBILITIES

Provide leadership and management to the GMCA Low Carbon Team.

Be part of the Directorate leadership team function, alongside the Director, Heads of Natural Environment and Sustainable Consumption Production, and a member of the GMCA extended leadership team.

Act as low carbon client strategic lead for GMCA Directorates, portfolio areas and Districts, leading a multi-professional and disciplinary team of up to 15 officers, including the development and implementation of policy, strategy, research and delivery programmes.

Specifically:

Low Carbon

- Provide strategic and tactical advice to senior stakeholders, including the Mayor, Deputy Mayors, Chief Executive, Chief Officers and wider GMCA leadership.
- Lead on the development and implementation of the GMCA/City Region's low carbon strategies and implementation plans, including developing policies and wider plans where appropriate, working with wider directorates and districts to accelerate delivery and impact towards the city regions 2038 carbon neutrality ambition as set out in the Greater Manchester Strategy.
- Lead and develop the corporate low carbon functions of GMCA to ensure delivery against the 5 Year Environment and local Area Energy Plans, the GMCA Business Plan and the Greater Manchester Strategy.
- With the Director, commission research and act as a strategic developer of the Greater Manchester pathway to decarbonisation, taking a proactive and collaborative approach.
- Lead a programme of effective stakeholder engagement, ensuring that key strategic partnerships and relationships are maintained including with district Directors of Place and key external stakeholder organisations.
- To take responsibility for the continual development and improvement of the low carbon function, including evaluation and impact reporting.

○

Public and community engagement and insight

○

- To build alliances and networks in Greater Manchester and beyond, including transport, the Local Enterprise Partnership, industry, commercial and the voluntary and community sector, to design and support relevant low carbon activity.

○

- To ensure all low carbon activity is based on insight, and is evaluated, tested and continuously adapted

○

- To take strategic oversight of the Local Area Energy Plan implementation for GMCA, engaging with all relevant stakeholders as necessary for its successful implementation
- To work with GMCA and wider colleagues to develop an agreed approach to measuring low carbon impact, which is data centric, to enable future programme development and insight sharing across the region. This may include the supporting the potential development of a Greater Manchester 'Data Hub'

Programmes

- To bid for funds and build low carbon policy, strategy, technical and implementation capacity and capability across GMCA and the wider city region.

○

- To lead programmes of delivery for public sector decarbonisation inclusive of retrofit, heat, generation, and storage.

-
- To lead on resident and business focussed low carbon delivery programmes and campaigns for GMCA, working with teams across GMCA as well as wider partners in the city region.
-
- To represent GMCA when collaborating with partners across the city region and wider North west on the Greater Manchester low carbon approach, to ensure this activity is coordinated and aligned, speaking and making decisions on behalf of the organisation.

General

- To lead and manage the GMCA low carbon team, bringing them together under a shared team vision, actively supporting their professional development and performance and recognising their contribution to the wider Directorate, organisation and regional and national professional networks.
-
- To oversee the team budget, successfully ensuring that service needs and resources levels are met and future needs are anticipated, liaising with relevant Finance & HROD leads on requirements
-
- To oversee the team's delivery, ensuring resources are sourced and allocated appropriately for ongoing and new areas of work
- To embed a low carbon culture across GMCA to foster internal collaboration and accelerate delivery.
-
- To role model, prioritise and promote an inclusive culture and approach across the team and GMCA
-
- To prioritise working sustainably, in line with our Corporate Social Responsibility duty and aligned to the GMCA's strategic priorities for Zero Carbon and Social Value.
-

NB: This list of duties and responsibilities is by no means exhaustive, and the post holder may be required to undertake other relevant and appropriate duties as required.

KNOWLEDGE, SKILLS AND EXPERIENCE

Knowledge and Experience

- Postgraduate or equivalent qualification, or extensive experience in low carbon, renewable energy, decarbonised heat, smart energy or another relevant disciplines.
- Professional qualification in Leadership / Management at Level 6 (or above) or equivalent relevant professional leadership and management experience
- Evidence of continuing professional development e.g., CIE etc
- Knowledge of the political and business environment of GMCA and Greater Manchester.
- Knowledge of the national policy context for public services and devolution and the implications for low carbon within this.
- Knowledge of relevant national and local legislation, regulation and guidance relating to low carbon/net zero
- Understanding of the evaluation of low carbon functions and an ability to use evidence to guide decision making for future activity.
- Significant experience of leading low carbon planning across a complex organisation and

managing the delivery of these plans

- Track record of delivering complex low carbon initiatives and policy/issue-based campaigns to achieve impactful results.
- Experience of developing and delivering successful low carbon strategies, policies, research and initiatives which result in carbon reduction activity
- Experience of developing, commissioning and leading complex programmes, engagement and delivery work, including crisis management and successful reputation management
- Experience of working in a complex political, high-profile organisation at a senior level and advising senior leadership on low carbon policy, strategy issues and implementation programmes
- Experience of measuring and evaluating low carbon functions, with a view to adapting and changing to ensure success
- Experience of managing complex budgets with multiple revenue streams

Skills and Behaviours

- Ability to build and maintain effective relationships across different sectors – and handle significant challenges while protecting the professional relationships
- Significant powers of persuasion and willingness to appropriately challenge senior leaders where appropriate
- Excellent writing and planning skills and ability to interpret complex information quickly and effectively for differing audiences and purposes
- Creative, resourceful and able to react quickly and act effectively under pressure
- Able to manage conflicting demands and juggle complex and high-profile stakeholders effectively
- Self-motivated and able to deal with a demanding workload and deliver consistently to deadlines
- Ability to work flexibly and creatively as part of an effective team, building and maintaining positive relationships with colleagues
- Commitment to high standards of customer care and public service
- Commitment to collaborative and partnership working
- Willingness to work evenings and weekends where required
- Requirement to travel outside of the county to attend meetings etc. when required may include overnight stay.

Corporate Duties

Avoid any behaviour which discriminates against your fellow employees, or potential employees on the grounds of their sex, sexual orientation, marital status, race, religion, creed, colour, nationality, ethnic origin or disability.

Safeguard at all times confidentiality of information relating to staff and pensioners.

Refrain from smoking in any areas of Service premises.

Behave in a manner that ensures the security of property and resources.

Abide by all relevant Service Policies and Procedures.

○

Records Management/ Data Protection - As an employee of the GMCA, you have a legal responsibility for all records (including employee health, financial, personal and administrative) that you gather or use as part of your work with the Service. The records may be paper, electronic, audio or videotapes. You must consult your manager if you have any doubt as to the correct management of the records with which you work.

Confidentiality and Information Security - As a GMCA employee you are required to uphold the confidentiality of all records held by the GMCA, whether employee records or GMCA information. This duty lasts indefinitely and will continue after you leave the GMCA employment. All employees must maintain confidentiality and abide by the Data Protection Act.

Data Quality - All staff are personally responsible for the quality of data entered by themselves, or on their behalf, on GMCAs computerised systems or manual records (paper records) and must ensure that such data is entered accurately and, in a timely manner, to ensure high standards of data quality in accordance with Departmental protocols.

To ensure data is handled in a secure manner protecting the confidentiality of any personal data held in meeting the requirements of the Data Protection Act.

Health and Safety - All employees of GMCA have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable GMCA to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Service's undertakings.

Service Policies - All GMCA employees must observe and adhere to the provisions outlined in these policies.

Equal Opportunities - GMCA provides a range of services and employment opportunities for a diverse population. As a GMCA employee you are expected to treat all employees / partners / members of the public and work colleagues with dignity and respect irrespective of their background

This page is intentionally left blank

Greater Manchester Combined Authority

Resources Committee

Date: 22 March 2024

Subject: Establishment of Assistant Director of Transport Communications

Report of: Andrew Lightfoot, Deputy Chief Executive GMCA and Steve Warrener,
Managing Director TfGM

Purpose of Report

To seek approval for the establishment of a new Assistant Director of Transport Communications to support the delivery of a more integrated function across GMCA and TfGM, as set out in the new joint Chief Executive role expectations and as part of a wider programme of GMCA/TfGM review commissioned by the Committee

Recommendations:

Resources Committee is requested to:

1. Approve the establishment of a new Assistant Director of Transport Communications at SM6
2. Note that this will see the associated disestablishment of the existing Head of Strategic Communications at TfGM, delivering a budget saving of £18,000 - £21,600

Contact Officers

Andrew Lightfoot, Deputy Chief Executive GMCA andrew.lightfoot@greatermanchester-ca.gov.uk

Steve Warrener, Managing Director TfGM steve.warrener@tfgm.com

1. Introduction/Background

Resources Committee agreed the role profile and expectations of a new GMCA/TfGM Group Chief Executive role in November 2023, which included the requirement 'to work with both GMCA and TfGM to increase the level of integration of functions and activity between both organisations'. The Committee commissioned a programme to review closer working and possible integration of functions in GMCA and TfGM, with the communications function one of the first to be considered.

Since then work has taken place between the two organisations to explore this, with the agreed eventual outcome being a 'standardised approach across TfGM and GMCA, ensuring clear, aligned and consistent messaging and campaigns which meet the expectations of the Mayor, Transport Commissioner, Active Travel Commissioner and GMCA and TfGM management and which are delivered in the most efficient way possible.'

2. Rationale

The creation of this role, and the associated disestablishment of the existing Head of Strategic Communications role at TfGM, would:

- Deliver an £18,000 - £21,600 budget saving
- Retain dedicated senior communications support for TfGM
- Support alignment of the communications support for all GM portfolios, including transport, via a single senior management team

3. The role

The postholder would support the Mayor of Greater Manchester, Transport Commissioner, Active Travel Commissioner, GMCA and TfGM Group Chief Executive and TfGM senior management, as well as providing strategic leadership and management to the transport communications team, with the aim of ensuring clear, aligned and consistent transport communications content and campaigns to enable Greater Manchester to meet its strategic objectives.

The role would be within the communications senior management team of GMCA, reporting to the Director of Communications, but work within TfGM.

4. Remuneration

The post is SM6 ((£69,858-£78,314) which is in line with similar Assistant Director roles in GMCA.

5. Financial considerations

The creation of this role and disestablishment of the existing Head of Strategic Communications in TfGM would deliver a budget saving of £18,000 - £21,600

Andrew Lightfoot, Deputy Chief Executive GMCA

andrew.lightfoot@greatermanchester-ca.gov.uk

Steve Warrener, Managing Director TfGM steve.warrener@tfgm.com

Role profile

- **Job title:** Assistant Director, Transport Communications (tbc)
- **Grade:** SM level 6 (£69,858-£78,314)
- **Business area:** Communications and Engagement
- **Reporting line:** Director of Communications and Engagement
- **Team:** Communications and Engagement

Job Purpose

This role plays a critical part in shaping and delivering the communications agenda in one of the most ambitious, exciting and high profile regions in the country. With responsibility to develop and lead the transport team in a newly integrated communications function and deliver the associated communications strategy, working to the Director of Communications and Engagement and being part of the function's senior management team.

You will work closely with the Mayor of Greater Manchester, Transport Commissioner, Active Travel Commissioner, GMCA Group Chief Executive and TfGM senior management to ensure clear, aligned and consistent transport communications content and campaigns to support Greater Manchester and the organisations you work across to meet their strategic objectives.

As a senior leader you will be responsible for the leadership, development, and wellbeing of your team of communications professionals.

Key working relationships

- Mayor of Greater Manchester, Transport and Active Travel Commissioners
- GMCA Group Chief Executive and TfGM senior leadership team
- Director of Communications and Engagement, AD News and Media and AD Communications, Engagement and Campaigns
- GM senior leadership, including local authority Executives, Leaders and relevant senior

officers

- A wide range of TfGM functions and teams
- Greater Manchester communications and media teams, and regional and national teams where appropriate
- Partner agencies in Greater Manchester and nationally, where appropriate

Key Responsibilities

You will be part of the senior management team of the communications and engagement function, which collectively develops and implements all communications and engagement strategies, plans and activity and provides leadership and development of the teams.

You will provide strategic leadership and management to the transport communications team. This will involve developing and overseeing delivery of the transport communications strategy and managing functions including internal communications, campaigns and behaviour change.

You will work very closely with the AD News and Media to ensure transport related media work is entirely aligned with the work of the wider communications and engagement functions. And you will link closely with partners across GM to do the same.

Specifically:

1. To develop and oversee delivery of the transport communications strategy and all relevant policies for the Mayor and Transport Commissioners against organisational and Mayoral strategic objectives, including, at times, those outside the organisational remit of TfGM.
2. Be a trusted adviser providing tactical and strategic communications advice to the Mayor, Transport Commissioners and senior leadership in TfGM.
3. Maintain and build excellent relationships with communications teams at local, regional, and national level, ensuring a strong presence and voice for the Mayor, Transport Commissioners, GMCA and TfGM.
4. Lead a high performing and delivery-focused communications team, creating an empowering, collaborative and creatively dynamic working environment.
5. To be involved in out of hours support offering advice and guidance to the team members on call, and to be part of arrangements for Greater Manchester's emergency planning communications processes
6. To Deputise for the Director of Communications and Engagement at Greater Manchester and national meetings where appropriate, including leading in specific areas of work around transport.

7. To manage the budget for transport related communications activity, commissions from internal teams and, where necessary, contracts with external agencies relating to this work.
8. To ensure the GMCA and TfGM communications and engagement team is positioned positively nationally and takes an active role in appropriate professional networks.
9. To represent GMCA and TfGM at regional and national meetings, demonstrating the organisational values of collaboration, empowerment, and delivery and working with and learning from colleagues across the country.

General

- To lead and manage the transport communications team, through inspiring a shared vision within the team; actively supporting their professional development and performance and recognising contributions to the successful running of the communications and engagement team.
- To be responsible for evaluating the impact of communications and engagement plans (and amend accordingly), including carrying out internal and external insight work, and to contribute to the teams' overall performance dashboard – our impact reports.
- To empower and enable the team to deliver their projects and work collaboratively; ensuring we are positioned positively nationally, and the teams take an active role in appropriate professional networks.
- To build alliances and networks in Greater Manchester and beyond, including the NHS, GMP and the voluntary and community sector, to design and support relevant activity involving the Mayor, Transport Commissioners, Greater Manchester portfolio holders and Chief Executives, TfGM and GMCA.
- To model the embedding of a communications culture across GMCA and TfGM, to include training in communication skills where appropriate.
- To play an active role in relevant organisational leadership networks
- To seek out innovative ways of improving the Communications and Engagement Team, the support they provide, and the organisations as a whole.

NB: This list of duties and responsibilities is by no means exhaustive, and the post holder may be required to undertake other relevant and appropriate duties as required.

General

1. To always hold yourself and others to a high standard of professionalism, demonstrating your commitment to our values and behaviours as well as ensuring service confidentiality is maintained throughout all we do.
2. Working with other teams internally and externally to maximise collaboration and supporting on activity where appropriate.
3. Ensure the services delivered internally and externally are inclusive and accessible, integrated with the service.

4. To align work area to the Sustainability Strategy and ensure work practices are inclusive of this value & strategic intent.

Knowledge, Skills, and Experience

Knowledge & Experience

- Significant experience in communications, engagement, journalism, or another relevant discipline or a post graduate / equivalent qualification.
- Professional qualification in Leadership / Management at Level 6 (or above) or equivalent relevant professional leadership and management experience.
- Evidence of continuing professional development e.g. CIPR, CIM etc.
- Knowledge of the political and business environment of TfGM, GMCA, and Greater Manchester.
- Knowledge of the national policy context for public services, transport, devolution and the implications for communications and engagement within this.
- Knowledge of media law and relevant local authority legislation and guidance relating to communications, media, and officers.
- Significant experience of issues and crisis management and successful reputation management.
- Significant experience of leading communications planning across a complex organisation and managing the delivery of that plan.
- Experience of working in, or with, a complex political, high-profile organisation at a senior level and advising senior leadership on communications, engagement and marketing issues.
- Experience of measuring and evaluating communications and engagement functions, with a view to adapting and changing to ensure success.

Skills, Values & Behaviours

- Ability to build and maintain effective relationships across different sectors – and handle significant challenge while protecting the professional relationships.
- Significant powers of persuasion and willingness to appropriately challenge senior leaders where appropriate.
- Excellent writing and planning skills and ability to interpret complex information quickly and effectively for differing audiences and purposes.

- Ability to react quickly and act effectively under pressure.
- Able to manage conflicting demands and juggle complex and high-profile stakeholders effectively.
- Creative and resourceful.
- Self-motivated and able to deal with a demanding workload and deliver consistently to deadlines.
- Ability to work flexibly and creatively as part of an effective team, building and maintaining positive relationships with colleagues.
- Commitment to high standards of customer care and public service.
- Commitment to collaborative and partnership working.
- Willingness to work out of office hours, including weekends.
- Requirement to travel outside the county to attend meetings etc. when required may include overnight stay.

FOR POLITICALLY RESTRICTED POSTS:

This post is a politically restricted post, as defined by the Local Government and Housing Act 1989 (as amended by Section 30 of the Local Democracy, Economic Development and Construction Act 2009) on one of the following grounds:

- the post is that of a Chief Officer or Deputy Chief Officer or
- the post has delegated powers to discharge the functions of the Authority; or
- the duties associated with the post include giving advice on a regular basis to the Authority, to Committees or Sub-Committees of the Authority (including member panels, Sub-Committees etc.) or to joint committees on which the Authority is represented or give advice to Executive Members, Committees or speak to the media.

The post holder has a right to appeal to the GMCA Chief Executive against the classification of their post as politically restricted.

Corporate Duties

Do not behave in way which discriminates against your fellow employees, or potential employees on the grounds of their sex, sexual orientation, marital status, race, religion, creed, colour, nationality, ethnic origin or disability.

Safeguard at all times confidentiality of information relating to staff and pensioners. Refrain from smoking in any areas of Service premises.

Behave in a manner that ensures the security of property and resources. Abide by all relevant Service Policies and Procedures.

Records Management / Data Protection - As an employee of the GMCA, you have a legal responsibility for all records (including employee health, financial, personal and administrative) that you gather or use as part of your work with the Service. The records may be paper, electronic, audio or videotapes. You must consult your manager if you have any doubt as to the correct management of the records with which you work.

Confidentiality and Information Security - As a GMCA employee you are required to uphold the confidentiality of all records held by the GMCA, whether employee records or GMCA information. This duty lasts indefinitely and will continue after you leave the GMCA employment. All employees must maintain confidentiality and abide by the Data Protection Act.

Data Quality - All staff are personally responsible for the quality of data entered by themselves, or on their behalf, on GMCA's computerised systems or manual records (paper records) and must ensure that such data is entered accurately and, in a timely manner, to ensure high standards of data quality in accordance with Departmental protocols. To ensure data is handled in a secure manner protecting the confidentiality of any personal data held in meeting the requirements of the Data Protection Act.

Health and Safety - All employees of GMCA have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable GMCA to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Service's undertakings.

Service Policies - All GMCA employees must observe and adhere to the provisions outlined in these policies.

Equal Opportunities - GMCA provides a range of services and employment opportunities for a diverse population. As a GMCA employee you are expected to treat all employees / partners / members of the public and work colleagues with dignity and respect irrespective of their background.