

**GREATER MANCHESTER ECONOMY, BUSINESS GROWTH AND SKILLS  
OVERVIEW & SCRUTINY COMMITTEE**

SUBJECT: Greater Manchester Strategy Refresh

DATE: 10<sup>th</sup> September 2021

FROM: Andy Burnham, Mayor of Greater Manchester

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**PURPOSE OF REPORT:**

To provide an update on the work to date and progresses made in the refreshing of the Greater Manchester Strategy, and to seek views on its further development.

**RECOMMENDATIONS:**

Committee Members are requested to:

1. Note, review and provide comment on the emerging approach for the refreshed Strategy set out in the paper
2. Note the headline timeline for the Strategy's further development and sign off process
3. Agree that a further update and early draft of the refreshed Strategy be brought back to the Committee's meeting in October.

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# 1. INTRODUCTION/BACKGROUND

1.1 The last Greater Manchester Strategy, agreed in 2017, ran for three years. It was due to be refreshed in 2020, but the Covid pandemic and delays to local elections meant that it was delayed for a year. Over the last year the 'One Year Living with Covid Plan' has provided a bridge to this year's refresh, assessing the impacts of Covid and co-ordinating responses. A priority of the Living with Covid Plan was to assess and respond to the inequalities exacerbated and highlighted by the pandemic.

# 2. FEEDBACK FOR THE REFRESHED STRATEGY

2.1 The GM Independent Inequalities Commission, and Marmot Review of GM, contained analysis and made recommendations which are helping to shape the Strategy refresh. The refresh will incorporate the LEP's Economic Vision and support the development of economic priorities and opportunities. There has also been wide engagement since the start of the year to get feedback on the 2017 Strategy and guidance for shaping the new one. Feedback has also been gathered through meetings with Local Authorities Chief Executives and Leaders, discussion with the VCSE Leadership Group and Faith Advisory Panel, meetings with Health and Transport representatives and thematic leads. In addition a series of engagement sessions with Equality Panels have been undertaken facilitated by Greater Manchester Equality Alliance (GMCVO).

2.1 Key themes coming from engagement and discussions have been that:

- The refreshed Strategy should look ahead 10 years, giving a consistent longer-term direction, but be accompanied by a 3 year delivery plan to be regularly revised.
- Since 2017, strategies, plans and blueprints have been developed across priority areas and at different spatial levels. The refreshed Strategy should not duplicate or repeat those, but should draw together those issues/actions where a system wide response is needed behind a set of common objectives.
- It needs to be more focused on place, and recognising, understanding, and responding to the cities, towns, communities and neighbourhoods across our city region and particularly the interdependencies between them;
- It needs to show how we will address the Climate Emergency;
- It needs to set out how we level up within the city region;
- It should focus on Wellbeing, as recommended by the Inequalities Commission;
- It should take a system-wide approach to delivering outcomes rather than focusing just on individual portfolio areas;
- It should include floor targets for neighbourhoods – levels which no part of GM should fall below.

## 3. EMERGING APPROACH

### 3.1 Headline vision

The proposal based on feedback and suggestions so far is that the refreshed Strategy:

- Sets a headline goal: To be a great place to grow up, get on and grow old. To be a great place to invest, do business, visit and study
- The strategy will also show how it links in with national and global frameworks, in particular the United Nations Sustainable Development Goals.

### 3.2 Shared Outcomes and Commitments

The refreshed Strategy will then have a small number of headline **Shared Outcomes**, which are shared across the city region, and will span the ten year time frame of the strategy, for example:

- **Outcomes based around GM's place in the world** (e.g. Greater Manchester becomes a leading city region in the UK and globally, in key areas such as low carbon and digital).
- **Outcomes based around the experience of our residents** (e.g. Our people have good lives with better jobs, better homes, better transport and better health).

**Shared Commitments** will then deliver these Shared Outcomes, focused on the three year time frame for delivery, based around:

- Our place priorities, which are integral to the success of all parts of GM and are being put together with districts (e.g. Gateway North, Victoria North, Stockport MDC).
- Our system priorities, tackling inequality, improving our environment, prosperity and safety.

These Commitments will be discussed and developed through the engagement and drafting process over the coming weeks and will be underpinned by the three-year delivery plan.

### 3.3 Ways of Working

Discussions have highlighted that delivering our Shared Commitments will depend on how we work, as much as what we work on. The proposal is therefore for the refreshed Strategy to also set out how systems, institutions and communities need to work together to deliver them.

- Examples of those 'ways of working' may include:
  - Embedding the Public Service Reform principles across the system;
  - Using the Social Value Framework, and links to procurement, to drive priorities;
  - Using local insight and community intelligence to ensure we are responding to community needs;

### 3.4 Indicators and Targets

The Outcomes will be underpinned by a set of indicators, assessing progress on their delivery. A progress framework will be aligned to the shared outcomes, commitments and ways of working. The framework will provide a blended approach to measures and metrics, some specifically targeted, some which will be tracked and others will provide the necessary checks, balances and assurances to ensure the activity delivering the Greater Manchester Strategy is in line with the overall ambitions.

Based on the feedback so far, the proposal is also that three or four 'floor targets' are developed and tested, which would indicate if any neighbourhood is falling behind, to the detriment of all, with resources responding accordingly.

## DRAFT STRUCTURE

Based on this approach, the proposed structure for the refreshed document is:

<b>Greater Manchester Strategy (10 Years)</b>	
<b>1. Introduction</b>	<ul style="list-style-type: none"> <li>• Vision and Purpose</li> <li>• Evolution from 2017 GMS</li> </ul>
<b>2. Places: descriptor and ambitions</b>	<ul style="list-style-type: none"> <li>• Distinct but interdependent places make up GM (cities/towns/districts/local centres/neighbourhoods)</li> <li>• Levelling up within GM important and benefits all / Covid impact</li> <li>• Priorities for districts and growth locations</li> </ul>
<b>3. Shared Outcomes/Commitments</b>	<ul style="list-style-type: none"> <li>• Headline outcomes/commitments</li> <li>• Cross thematic key actions to deliver shared commitments</li> </ul>
<b>4. Ways of Working</b>	<ul style="list-style-type: none"> <li>• How the GM system will work to underpin delivery of key actions including embedding PSR principles, social value/procurement</li> </ul>
<b>5. Progress Measures and Targets</b>	<ul style="list-style-type: none"> <li>• Headlines and sub-targets</li> <li>• Cross cutting aligned to outcomes / commitments</li> </ul>
<b>Greater Manchester Strategy Delivery Plan (3 Years)</b>	<ul style="list-style-type: none"> <li>• Detailed plan made up from the key actions needed to achieve the shared commitments</li> </ul>

## 4. NEXT STEPS

During August work has focused on the development of targets and baselines including a small number of floor targets (for targeting resources). These will feed into a first draft of the document for comment. Alongside this will be work relating to equality and environmental impact assessments.

September/October will see production of the final draft and formal sign off of the document will be the GMCA meeting in October 2021.

## 5. RECOMMENDATIONS

The recommendations are set out at the front of this report.