

## **Corporate Issues & Reform Overview & Scrutiny Committee**

Date: 16 November 2021

Subject: Greater Manchester Strategy Refresh

Report of: Andy Burnham, Mayor of Greater Manchester

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### **PURPOSE OF REPORT:**

To provide the draft text for the refreshed Greater Manchester Strategy and to highlight the proposed approach to the development of a detailed delivery plan and its implementation.

### **RECOMMENDATION:**

The Committee is requested to note, review, and provide comment on the draft Greater Manchester Strategy text and provide comment on the proposed approach to the development of the supporting delivery plan.

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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.

# **2. DEVELOPING THE DRAFT STRATEGY**

- 2.1 The refresh of the Greater Manchester Strategy (GMS) has been developed following several months of engagement from across sectors, partners and communities. The draft strategy text annexed builds from the issues and actions in the Living with Covid Resilience Plan and is forms the systemwide responses to the findings and recommendations of the Independent Inequalities Commission and the Marmot Build Back Fairer report.
- 2.2 The new strategy places the interconnected challenges of climate change and tackling inequalities at its heart, providing the lenses through which Greater Manchester activity should be framed, supporting and challenging where policy or delivery is contrary to climate and equalities ambitions.
- 2.3 The draft text positions Greater Manchester to be a greener, fairer and more prosperous city-region, delivered through our unique and distinctive neighbourhoods, towns and cities, coming together in a vibrant successful Greater Manchester. The strategy sets out shared outcomes and commitments to be attained over the period of the strategy and are underpinned by collective ways of working.
- 2.4 The draft strategy provides a ten-year vision and direction of travel for Greater Manchester, leading our recovery and renewal as the city-region comes out of the pandemic and learns to live with the ongoing implications. The Strategy will be accompanied by a three-year Delivery Plan, which will initially capture those specific programmes of activity being delivered which support the shared outcomes and commitments in the Strategy, with a proposition for the further development of a more comprehensive delivery planning process as set out below.
- 2.5 Progress monitoring wrapped around the strategy include a basket of of measures, some of which will be monitored, some targeted, and some assurance measures around the adoption and embedding of our ways of working. The performance framework will draw on a range of data and intelligence sources, and will included community insight, as a mechanism to ensure our interventions are responsive to the lived experience of Greater Manchester's residents. For the first time, the new performance framework will also include a few measures to be targeted at neighbourhood or community level and will introduce minimum standard approaches – below which would trigger a policy review and response.

### 3. DRAFT STRATEGY

- 3.1 The refreshed Greater Manchester Strategy adopts the strapline of ‘Good Lives for All’, in response and demonstrating the commitment to deliver on the Independent Inequalities Commission and Build Back Fairer reports, with Greater Manchester seeking to support all of our residents to achieve their version of a good life.
- 3.2 The strategy has a vision of ‘Greater Manchester: a great place to grow up, get on and grow old; a great place to invest, do business, visit and study’. The strategy sets a bold direction of travel for the city-region as Greater Manchester recovers from, and lives with the implications of the pandemic, setting Greater Manchester’s determination to become greener, fairer, and more prosperous, driven by opportunities in all localities.
- 3.3 Putting the interconnected challenges of climate change and inequalities at its heart, the refreshed strategy begins to paint the picture of a greener, more equitable city-region, and provides the evidence, mechanisms, and tools to drive change across the conurbation, and face those core challenges head on.
- 3.4 The areas for action in this Strategy, draw from a range of strategies, plans, delivery, and interventions; all of which are important to delivering Greater Manchester’s goals. This strategy does not seek to reproduce the detail of those plans, **but instead draws out the areas for actions where unless the system as whole comes together, we will not achieve our ambitions**. This approach, avoids duplication, and provides the necessary flexibility for the development and progression of other plans led by the many places and partnerships across the Greater Manchester system. The full strategy, and the breadth of supporting strategies, case studies and linked materials will be web based once finalized and adopted. This will provide a home for the vast array of supporting materials without which the vision in the GMS will not be achieved. A short print version will be available and distributed widely across partners and partnerships, including community representatives – all of which are key stakeholders in the delivery of this strategy.
- 3.5 The strategy intentionally moves away from traditional policy ‘silos’ to focus on those areas where the whole system needs to come together, behind shared outcomes and commitments to achieve the shared vision. This ‘blurring’ of policy boundaries allows for approaches to policy and intervention design and delivery where all stakeholders look outside of their immediate priority and consider the role their activity plays in the attainment of wider, shared goals. The strategy also sets out ways of working, recognising the achievement of our shared vision, will depend on how Greater Manchester works together as much as what Greater Manchester works on.
- 3.6 The shared outcomes to be attained focus on the Wellbeing of our people; Vibrant and successful enterprise; and Greater Manchester as a leading city-region in the UK and globally. The outcomes to be achieved over the ten years of the strategy, will be delivered through a series of shared commitments, and all driven by the adoption and embedding of shared ways of working.

- 3.7 Progress against the strategy will be monitored through a performance framework. The measures to be included in that framework are included in the annexed draft, with full performance pages to be included in the web-based strategy once finalized.

## **4. DEVELOPING A COMPREHENSIVE DELIVERY PLANNING PROCESS**

- 4.1 An initial delivery plan will be provided to the Combined Authority for their meeting in December. This will include headline activity currently being delivered at GM level, which supports the attainment of the shared commitments in the draft strategy. The intention, however, is that that initial delivery plan is further developed and a comprehensive, systemwide approach to the development and implementation of the delivery plan is undertaken.
- 4.2 An approach is proposed to establish a cross-agency delivery support group. This group would be responsible for reviewing the strategy and performance information and providing an 'independent' honest view about the progress of the whole GM system with the shared outcomes, commitments and ways of working as well as suggested areas requiring further action. It will enable the sharing of experiences, best practice and supportive challenge and work collaboratively to find the best ways to adopt and embed the ways of working as standard in Greater Manchester working. This approach will also move the delivery plan further from the focus of just GMCA led activities, recognising that the GMS is truly a partnership document, and its delivery and success will be attained by collective actions from across organisations, sectors and networks.
- 4.3 The development and implementation of the delivery plan will be undertaken to ensure the collective ambitions set in the strategy can be adequately tracked and developed and will ensure the true added value of the GMS can be demonstrated with, and for all partners with a collective accountability for its achievement.
- 4.4 Formal progress reporting of the refreshed GMS will continue to be six monthly via all three Overview & Scrutiny Committees, and the GMCA and LEP.

## **5. NEXT STEPS**

- 5.1 Work is continuing to finalise the draft strategy, performance measures and populating the initial delivery plan.
- 5.2 The development of the [aboutgreatermanchester.com](http://aboutgreatermanchester.com) website is also underway to ensure the strategy can be live on the site following adoption, and that the website will continue a good representation of linked materials, strategies and case studies from day one. The web content will be further developed and added to over time, and will be over time, able to be the 'first port of call' for Greater Manchester led strategies and activities.

5.3 A final draft of the refreshed strategy, along with the initial delivery plan and performance framework will be presented to the GMCA for views and adoption at their meeting on 17<sup>th</sup> December 2021.

## **6. RECOMMENDATION**

6.1 The recommendation is set out at the front of this report.