

Corporate Issues and Reform

Overview & Scrutiny Committee

Date: 8 February 2022

Subject: GMCA Corporate Plan

Report of: Andy Burnham, Mayor of Greater Manchester and Eamonn Boylan, Chief Executive GMCA

Purpose of Report:

To provide members with the GMCA Corporate Plan for review and comment. The Corporate Plan provides a framework for GMCA's activity over the next three years (2022 – 2025). This is the organisation's first corporate plan and is an externally focused document, which will be accompanied by annual (internally focused) business plans. It draws out some of the recent achievements across the GMCA and sets the priorities and areas of focus for the next three years, based around GMCA's four corporate objectives. Subject to endorsement by the GMCA, the Corporate Plan will be published on the GMCA website.

Recommendations:

Members are requested to:

1. Review and provide views on the Corporate Plan, including summary version, noting the organisation's key achievements and priorities for the coming years.
2. Note the approach to develop annual business plans to sit alongside the corporate plan and an effective performance framework to monitor progress in delivering the activities set out.

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1. Introduction/Background

- 1.1 The Corporate Plan provides a framework for GMCA's activity over the next three years. This is the organisation's first corporate plan and is an externally focused document, which will be accompanied by annual (internally focused) business plans.
- 1.2 The Corporate Plan (Annex A and B) highlights some of the achievements across the GMCA in recent years and sets the priorities and areas of focus for the next three years, based around GMCA's four corporate objectives:
 - Deliver core / devolved services for the public
 - Secure, and manage, funding and investment at GM level for agreed activity
 - Work with the 10 local authorities in GM to drive collective activity that puts GM 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
- 1.3 The annual Business Plans will set out the detailed activities to be delivered by the GMCA in that year, aligned to our corporate objectives. An effective performance framework will be developed to monitor our progress in delivering the activities set out in the Business Plan. An organisational development plan covering areas such as IT, HR, Finance and wider organisation development, will also be developed.

2. Development of the Corporate Plan

- 2.1 The development of the Corporate Plan was overseen by a working group, led by the Executive Director, and with members from across a number of different teams within GMCA. This approach helped ensure that the breadth of GMCA's activity was adequately reflected in the Corporate Plan.
- 2.2 The corporate plan captures key achievements and sets out GMCA's organisational priorities for the next three years will seek to build on the achievements over recent years and will continue to ensure we deliver for our residents and businesses.

2.3 The established working group is now overseeing the development of a one-year Business Plan and the development of the performance framework, ensuring all documents are in place for the new financial year.

3 Next Steps

3.1 Subject to comments and endorsement the final designed version of the Corporate Plan and summary will be published on the GMCA website.

4 Recommendations

4.1 Recommendations appear at the front of this report.

Annex A

GMCA Corporate Plan 2022-25

Foreword from Eamonn Boylan, Chief Executive, GMCA

Welcome to our GMCA corporate plan which runs until the end of 2025.

The GMCA is an organisation I am immensely proud to lead. The vast array of activities led, developed and delivered by our diverse range of colleagues demonstrates our ability to translate the priorities of Greater Manchester into a reality across the whole of the city region.

Delivering with, and on behalf of the people of Greater Manchester has been a real test of everyone's ability and resilience during the Covid pandemic. However, throughout this whole time I have been impressed and heartened by the way our organisation has rallied, flexed and developed in line with the changing needs and priorities of the people, places and businesses of Greater Manchester. I would like to take this opportunity to thank all my colleagues for your fantastic efforts, your ability to adapt and your ongoing commitment and spirit, delivering during such difficult times.

While the last two years have not been without challenge, I take great pride and comfort in knowing our organisation is robust, equipped and will continue to strive for excellence in all that we do as we move through the coming years.

This corporate plan draws out some of the recent achievements across the GMCA and sets the priorities and areas of focus for the next three years.

The GMCA has existed in its current form since 2011 and with the election of the city region Mayor in 2017, we became the organisation we see today. The GMCA is now a well recognised and respected part of local and national governance, working jointly with the ten Local Authorities in the city region to translate collective ambitions and opportunities into reality for our residents and businesses. Our organisation is unique, and distinct from the functions of the Local Authorities, and it is the spirit of collaboration, the added value and the realisation of the coming together across numerous partners and partnerships, enabled through the activities delivered by our business, that makes Greater Manchester the fantastic place it is today. The unique relationships we have with our districts and partner organisations will enable us to make a positive difference to the lives of everyone living and working in Greater Manchester, enabling GM citizens to live good lives.

Throughout this document you'll learn more about what we do, how we do it, and our intentions on delivery for the coming years. Combined Authorities are still relatively unfamiliar to most people – through what we do and how we do it, we hope to change that. Building a brand, and building trust is a key enabler in our delivery of the major strategies and programmes we lead on across the city region. We do things differently in Greater Manchester, we always have, and this culture combined with our great people puts us on a strong footing to achieve all we set out to do.

As we move through the next phase of the pandemic and into recovery, the GMCA will continue to lead, shape and support the Greater Manchester system, working in partnership with key stakeholders such as Transport for Greater Manchester and the Greater Manchester Health & Care system. The success with which our organisation convenes the Greater Manchester system, bringing together partners from across public, private and voluntary sectors gives me great cause for optimism for the future; knowing our organisation will continue to be a driving force, bringing together activities across the city region to deliver on our shared ambitions to improve the lives of the people and businesses of our wonderful place.

1. Where we work

Our city region

Greater Manchester is one of the country's most successful city regions. It is home to more than 2.8 million people and with an economy bigger than that of Wales or Northern Ireland. Our collective vision is to make Greater Manchester one of the best places in the world to grow up, get on and grow old; a great place to invest, do business, visit and study.

The political body of the Greater Manchester Combined Authority (GMCA) is led jointly by the leaders of the ten Greater Manchester local authorities and Mayor, who work with other local services, businesses, communities and other partners to improve the city region.

The Mayor is Chair of the Greater Manchester Combined Authority and its eleventh member. He is supported by Deputy Mayor Beverley Hughes who leads on Police, Crime, Criminal Justice and Fire and Deputy Mayor Paul Dennett who leads on Housing and Homelessness.

The GMCA political body is distinct to that of the Greater Manchester Combined Authority organisation. The political GMCA provides the political direction, governance and oversight of the activities undertaken across Greater Manchester for those areas of responsibility which are jointly owned at GM level or those issues where voluntary pan-GM collaboration has been agreed. The GMCA organisation, through our Officers, translates that political direction into action. The GMCA organisation provides capacity for new and furthering activities; added value in the bringing together activities at Greater Manchester level; enables the city region to speak with a single voice; convenes the Greater Manchester system on behalf of all partners; and provides a clear and consistent conduit to Government where Greater Manchester chooses to speak and act as one.

Greater Manchester Strategy: Good Lives For All

The new Greater Manchester Strategy (GMS) is Greater Manchester's plan for all the communities, neighbourhoods, towns and cities which make up our city region. It is a plan for renewal and recovery following the pandemic and has been developed and agreed by all parts of the public, private and Voluntary, Community and Social Enterprise (VCSE) sector.

It provides a ten-year vision and clear direction of travel for the city region, focused on those areas where all parts of the conurbation need to work together to achieve our shared vision and sets out how we will work with partners to achieve this goal. It is accompanied by a three-year Delivery Plan.

The GMS seeks to achieve a greener, fairer and more prosperous city region, delivered through shared outcomes and commitments. With the challenges of climate change and inequality at its heart, the GMS will drive change and activity which equips Greater Manchester to deliver against the shared outcomes:

- People's wellbeing - with better homes, jobs, transport, and health, living in vibrant communities
- Thriving businesses - which succeed and look after their people, places and planet
- Leading the UK and the world - in sectors including low carbon and digital

The refreshed GMS will enable the development and realisation of opportunities across the whole of Greater Manchester, connecting our people and places and ensuring maximum benefit for all. Collectively there are plans in place covering the wide range of activities to help us deliver a greener, fairer, more prosperous Greater Manchester. These

are led by organisations that work across the city-region in the places that make up our city-region.

Devolution

Greater Manchester's ten local authorities have a strong history of partnership working. This record of co-operation, and the creation of the GMCA (and commitment to elect a Mayor), helped Greater Manchester to become the first city-region to sign the ground breaking devolution deal with Government in 2014.

Devolution means having more control over how and where we spend the money we have. It means we can design services and find ways of working that better meet the needs of Greater Manchester and the people that live, work and invest here. It means we can boost the local economy and reinvest money back into the region to where it is needed most.

The city-region built upon its innovative 2014 Devolution Agreement with an initial £6 billion health and social care devolution deal in February 2015. Since then, there have been five further deals as shown below.



The appointment of an elected Mayor in 2017 provided additional accountability to this process and through these devolution agreements, the region has more powers and control over budgets, including:

- more control of local transport, with a long-term government budget to help us plan a more modern, better-connected network
- 100% retention of business rates, to fund projects / activity that supports economic growth
- planning powers to encourage regeneration and development

- a £300 million fund for housing: enough for an extra 15,000 new homes over ten years
- extra funding to get up to 50,000 people back into work
- local control over adult skills funding to work with skills providers to develop more work-related training
- the role of the Police and Crime Commissioner being merged with the elected mayor
- control of investment through a new 'earn back' funding arrangement which gives us extra money for the region's infrastructure if we reach certain levels of economic growth

The elected Mayor is also responsible for the fire service and holds the role of Police and Crime Commissioner. The Deputy Mayor for Policing, Crime, Criminal Justice and Fire sets the priorities and strategy, and holds the Chief Constable and Chief Fire Officer to account for the effective and efficient delivery of services.

Greater Manchester's ambitious plans for future devolution will enable us to continue to support and develop opportunities for the people, places and businesses across the city region. GMCA through our strategic partnerships with the Health and Care System, and Transport for Greater Manchester, ensures alignment and coordination of activities across these operations, enabling all parts of the Greater Manchester system to work together to meet the shared ambitions in the Greater Manchester Strategy.

2. How we work

Our people

As an employer, GMCA is home to over 2000 staff. Of these, around 1500 (72%) work solely for GMFRS. The other 600 are working directly for the Combined Authority.

GMCA is led by the Chief Executive, supported by the Senior Leadership Team (SLT) of the organisation which comprises our Directors and Corporate function leads. The Chief Executive and SLT are accountable to the Mayor and political leaders of Greater Manchester collectively.

The SLT oversee a series of Directorates, which have been created to bring greater clarity and focus on the delivery activities of the GMCA. These directorates are:

- Digital
- Education, work and skills
- Economy
- Environment
- Place making
- Public service reform
- Police, crime, criminal justice and fire
- Corporate functions; Finance / Audit / Core Investment; IT services; People Services Procurement & Contracts; Waste; Legal / Governance / Information Governance / Business Support; Strategy; Research; Communications & Engagement

SLT will ensure that GMCA is equipped to meet our corporate objectives and delivery priorities, develop our ways of working; our culture and practices, to enable GMCA to meet our mission. The SLT will have responsibility for managing the delivery and strategy of GMCA, and will work collaboratively, enabling cross departmental teams to work effectively together, delivering efficiently and achieving the greatest possible impact from our actions across the GMCA and working with our wider partners. The effective management and distributive leadership approaches of our organisation are led, developed and supported more widely by the Extended Leadership Network (ELN).

We are committed to supporting, developing and retaining our skilled and talented workforce. It is our intention to ensure everyone working for GMCA can deliver fully in their role and provided with opportunities to progress and excel. We are also committed to diversifying our workforce, recognising the significant benefits to be gained from a diverse and inclusive staff team, and providing opportunities for all.

Our Values

As an organisation, our aim is to be one of the best places to work, where our colleagues are happy, empowered and able to excel in their roles for the benefit of the people/businesses of Greater Manchester. In order to achieve this, we need to ensure all staff are supported, goals and expectations are clear, and that the whole organisation operates with an agility and a flexibility to accommodate change and emerging priorities.

We strive for continual improvement in all parts of the organisation, and have identified three key principles, or values, which underpin how we operate, and which are reflected in

staff competencies and appraisals, to ensure they are embedded throughout the organisation.

- Purpose driven and delivery focussed: our work should link to our mission and objectives and we should, with partners, make the decisions needed to link strategy to delivery to achieve the GMS priorities
- Collaborative: building trust and collaboration both with each other internally and with our local authorities and partners
- Empowering: helping people do the jobs they're here to do, removing barriers, streamlining the governance and giving people authority to act

Our approach is underpinned by clear, effective internal and leadership communications, recognising the need for a clear articulation of the organisation's direction of travel and priorities, and ensuring all our people have clarity of purpose in their roles and are supported to deliver.

Our work with Government

GMCA works in partnership with national government to deliver our ambitions for the city region. We have worked with, and delivered for, national Government on a range of programmes and projects, and continue to lead work which supports local and national priorities. One example of this collaborative approach was the development of the Greater Manchester Industrial Strategy – our joint plan with government for raising productivity and creating jobs in new industries.

Our devolution agreements with Government have also enabled us to realise many of our ambitions, with devolved funding and greater flexibilities around housing, planning, transport and skills enabling us to deliver better outcomes for our residents.

Maintaining these strong relationships with government is crucial to advance those Greater Manchester priorities which require political support or a political solution to be realised. For example, in 2021 we proposed a levelling up deal for Greater Manchester to government. This deal was our offer to demonstrate that – with the right funding and powers – we can deliver a London-style transport network with affordable London-level fares, accelerating our plans for a net zero future with better, greener homes and communities and better jobs and skills.

Our partnerships

GMCA, incorporating GMFRS and the Waste Disposal Authority, works as part of a complex and multiagency network of partnerships. We have two types of partner:

- Organisations that deliver specific tasks on behalf of the GMCA. For example, we can employ a training-provider to deliver skills-training that helps people back into work.
- Major partner organisations that contribute to our ambitions at a higher, decision-making, level. Their senior staff bring their expertise and experience to issues that affect everyone in Greater Manchester, such as crime or health.

Activities of the GMCA enable, support and develop those partnerships.

Our key partners include: the ten Local Authorities in Greater Manchester, Greater Manchester Police, Greater Manchester Probation Service, Transport for Greater Manchester, the NHS Greater Manchester Health and Social Care Partnership / Integrated Care Board, the Local Enterprise Partnership and the VCSE sector in Greater Manchester. We also work closely with: Government Departments and Agencies; The Growth Company (including Marketing Manchester and MIDAS); businesses including training providers and business representative organisations; universities; colleges; housing providers; energy network organisations; environmental organisations; and voluntary/community/social enterprise organisations.

Our Business

In order to achieve our objectives and priorities, we will need to ensure that our business procedures and processes are robust and effective.

We will develop annual business plans to sit alongside this corporate plan, which set out the detailed activities to be delivered by the GMCA in that year, aligned to our corporate objectives. We will also develop an organisational development plan covering areas such as IT, HR, Finance and wider organisation development.

We will ensure we have an effective performance framework in place so we can monitor our progress in delivering the detailed activities set out in our business plan, celebrate our successes, and ensure our activities are on track and delivering.

We will ensure our organisation achieves a balanced budget. There will be significant budget pressures on our organisation in the coming three years, however we will ensure we are managing our resources well and translating this into effective and efficient delivery of all our operations, aligned to our corporate objectives.

Taking forward the developmental work over recent years, we will ensure the GMCA has robust risk management processes and procedures in place. Our Senior Leadership Team will monitor and manage organisational risks, accountable to the GMCA Audit Committee.

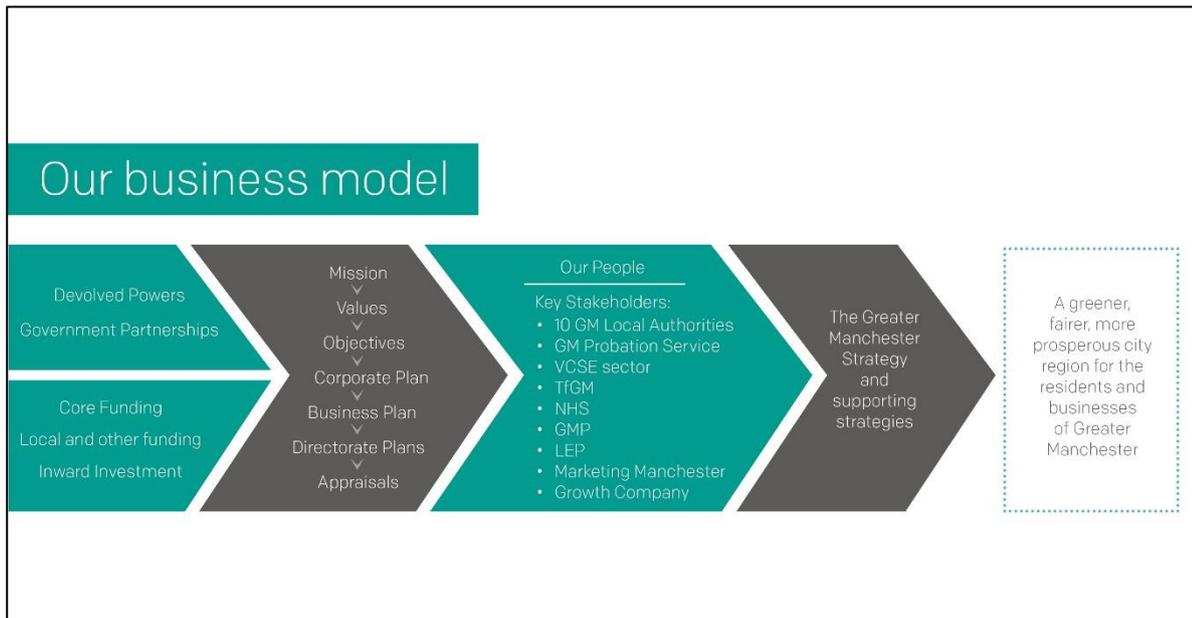
We have also established three thematic overview and scrutiny committees. Effective Scrutiny is an important part of GMCA's decision making process and is even more important in light of the new powers that devolution brings. The overarching purpose of the committees is to improve the quality of decisions made by the GMCA and the elected Mayor. The committees will do this by reviewing the work and decisions of the GMCA and the elected Mayor and by acting as a critical friend in the development of policy and new work streams.

Our Governance

We have set out our governance standards in a Corporate Code of Governance. The Annual Governance Statement sets out how GMCA meets these standards. Over the last year progress has been made across a range of areas – our new whistleblowing policy and procedure has been implemented, a revised complaints procedure has been published, a new risk management framework has been developed and a task group has been set up and overseen the development of a new hybrid operational working model for the organisation.

Over the next three years we will continue to ensure we meet GMCA's governance standards, in line with our Corporate Code of Governance and Annual Governance Statement.

Our Business Model



Our Mission

Our mission is to shape and enable Greater Manchester to deliver its shared ambitions and priorities.

Our corporate objectives

GMCA has four corporate objectives:

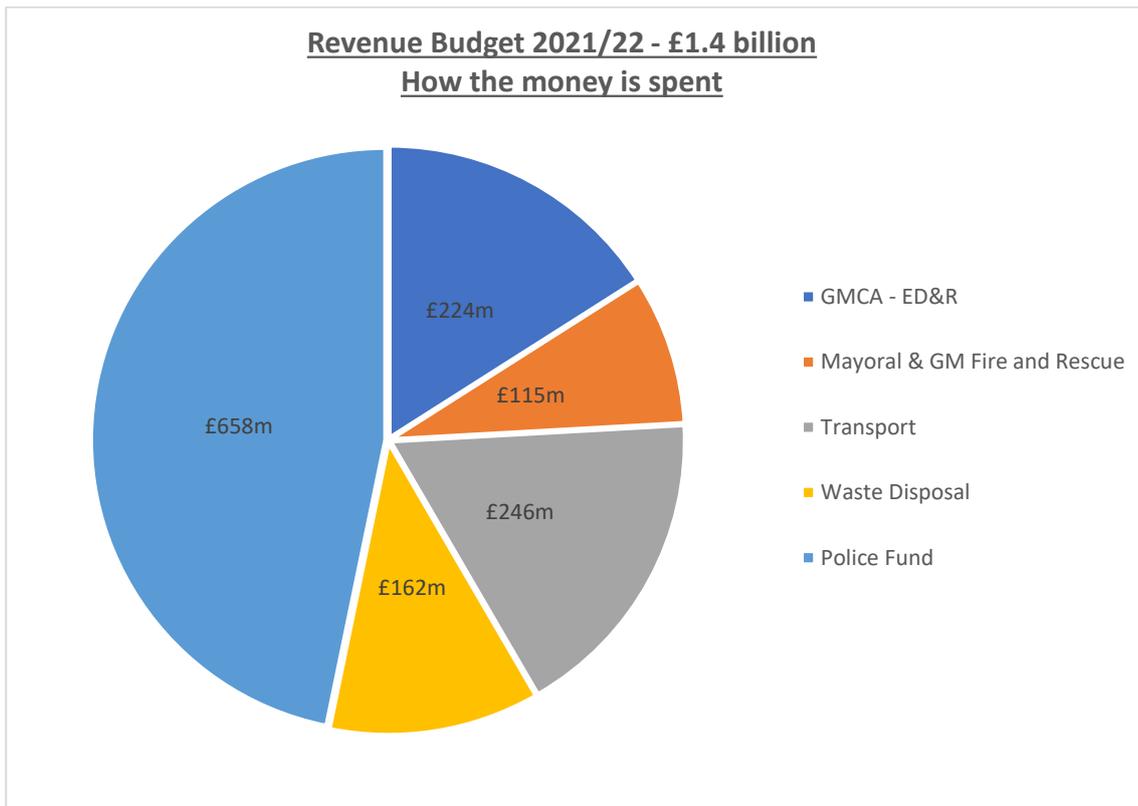
- Deliver core / devolved services for the public
- Secure, and manage, funding and investment at GM level for agreed activity
- Work with the 10 local authorities in GM to drive collective activity that puts GM at the forefront of tackling social, economic and environmental issues
- Ensure Greater Manchester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

3. Our resources and how we are funded

In February 2021 the GMCA and Police, Fire and Crime Panel approved the 2021/22 revenue budget totalling £1.4 billion covering the following areas:

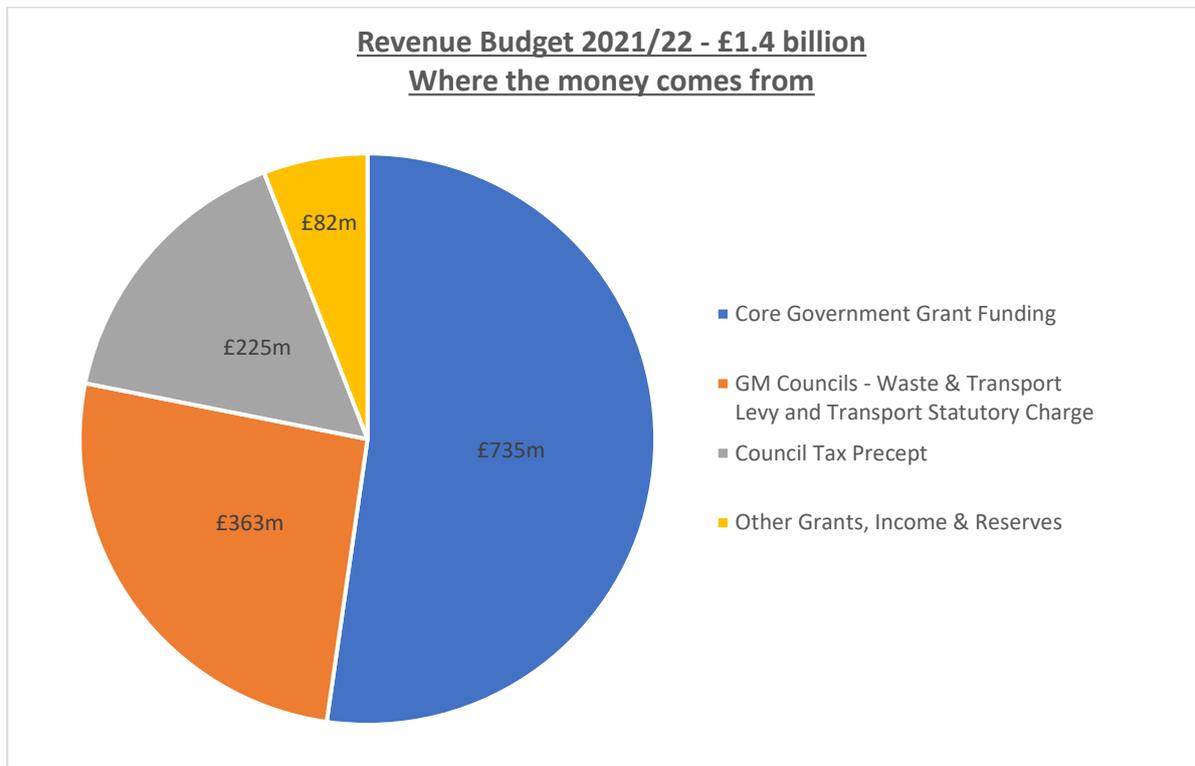
- GMCA Economic, Development and Regeneration, including devolved Adult Education Budget

- Mayoral including Greater Manchester Fire & Rescue Service
- Transport including Transport for Greater Manchester
- Waste Disposal functions provided on behalf of nine Greater Manchester local authorities
- Police Fund budget for the Police and Crime Commissioner's Office and Greater Manchester Police



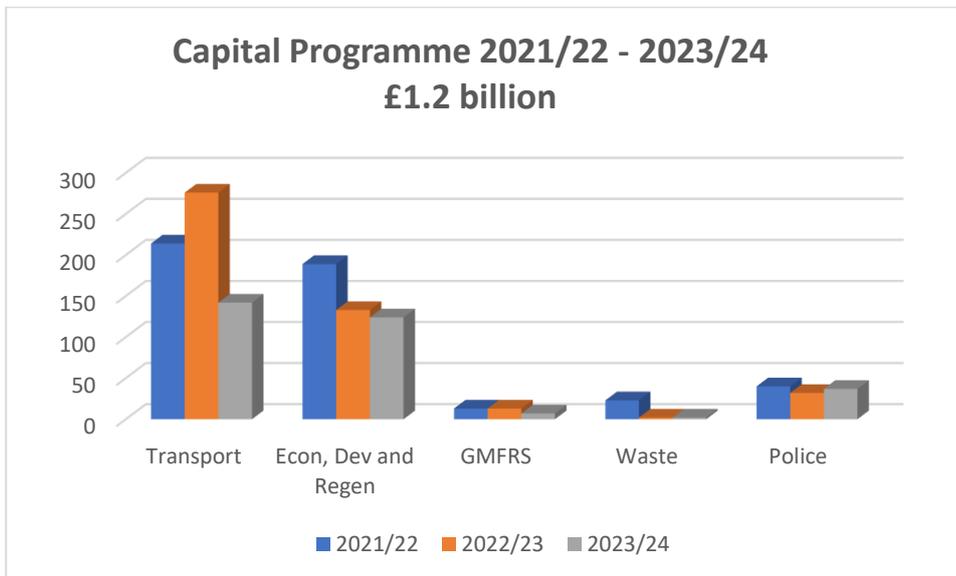
The majority of funding for the above revenue budgets comes from the following sources:

- Core Government grant
- Greater Manchester Local Authorities – consisting of a Levy and Statutory Charge for transport functions and a Levy for provision of waste disposal on behalf of nine authorities.
- Council Tax Precept
- Other grant, income and reserves



The Capital Programme for 2021/22 – 2023/24 of £1.2 billion approved in February 2021 included Economic Development and Regeneration programmes, Waste, Fire and Rescue Services and the continuation of programmes being delivered by Transport for Greater Manchester (TfGM) and Local Authorities including the following elements:

- The Greater Manchester Transport Fund
- Metrolink extensions and schemes
- Transport Interchanges
- Bus Priority programme
- Other transport capital projects and programmes including Transforming Cities, Active Travel, Clean Air schemes etc
- Greater Manchester Capital Highways Maintenance, Traffic Signals and Full Fibre Network
- Investments including Growing Places, Regional Growth Fund and Housing Investment Fund and
- Economic Development and Regeneration Schemes.



4. What we do – achievements and priorities

The challenges presented by the pandemic have impacted on all parts of our organisation. GMCA has played a key role in coordinating the Greater Manchester Covid response, enabling the collaborative approach adopted across the city region. The GMCA continues to be central to the development and ongoing delivery of the multiagency response and continues to convene the Greater Manchester system around living with, and recovery from, the pandemic.

Despite the significant challenges the pandemic has presented, our organisation has continued to deliver for the residents and businesses of Greater Manchester and has achieved a significant amount over recent years. GMCA provides the Fire and Rescue service for the city region and is the waste disposal authority for nine of the ten districts in Greater Manchester. And with its strong history of partnership working and the most advanced devolution deal anywhere in the UK, GMCA is uniquely placed to deliver its ambitions for the city-region over the coming years.

Our key achievements over recent years, and priorities for the next three years are set out below, structured around our four corporate objectives:

Objective 1: Deliver Core/Devolved services for the public

GMCA delivers core services and devolved services for the people of Greater Manchester.

Examples of our achievements and future priorities include:

- **Greater Manchester Fire and Rescue Service:** The Mayor and Deputy Mayor of Greater Manchester have overseen the GMFRS Programme for Change, which is driving improvement, leadership and culture change within GMFRS. A new Chief Fire Officer was appointed for Greater Manchester in 2020 and a new Fire Plan has been developed, providing a clear direction for the fire service over the coming years. Further details of the role of this service are provided [here](#).
Key priorities for the next 3 years: Provide the best emergency response we can to our communities. Our mission is to save lives, protect communities and work together.
- **Police and Crime:** Steps have been taken to improve GMP in response to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) report. These include: a marked increase in the number and speed of crimes recorded, and the number of crimes being investigated, showing a positive step-change in the service provided to victims of crime. A new Chief Constable in 2021, and strengthening of the senior leadership team at GMP will accelerate further change.
Key priorities for the next 3 years: Keep people in Greater Manchester safe, reduce harm and offending and strengthen our communities and places. We will continue to make the required improvements to the force itself in line with GMP's forward plan.
- **Co-commissioning with Her Majesty's Prison and Probation Service (HMPPS) via Justice Devolution:** GMCA has signed two Memorandums of Understanding with the Ministry of Justice since 2016 which set out commitments to support Greater Manchester Justice Devolution. This partnership has led to improved outcomes and experiences across the justice system including rehabilitating offenders, supporting victims and reducing the impact of crime.
Key priorities for the next 3 years: Co-commission probation services with HMPPS, in order to achieve the shared aim of reducing reoffending and delivering

public services effectively and efficiently to improve the lives of our residents. This approach means that Greater Manchester has the flexibility to diverge from national or standard policy and direction.

- **Adult Education Budget:** More than 51,000 residents have accessed skills and training programmes since local control of the Adult Education Budget (AEB) was transferred to Greater Manchester, despite the effects of the pandemic. Having local control of the budget means that Greater Manchester is able to design and deliver policies responsive to local needs.

Key priorities for the next 3 years: Shape adult education provision in Greater Manchester and work with partner organisations and business to deliver quality training and education to our residents that supports them to engage with learning, helps them acquire essential skills and develop occupational competence to progress in work or further learning.

- **Working Well:** Working Well refers to a family of services that support people in Greater Manchester who are experiencing or at risk of long-term unemployment. The Work and Health Programme had supported 15,000 long term unemployed and disabled people in Greater Manchester by the end of March 2021, with activity focused on providing personalised support and help to overcome the barriers preventing them from working.

As part of this programme, the devolved Job Entry Targeted Support Service continues to deliver a Covid recovery response, supporting 20,000 recently unemployed GM residents.

Key priorities for the next 3 years: Subject to ongoing funding from DWP, we will continue to deliver support across a range of Health, Life, Skills and Work related interventions to support 22,600 GM residents on their journey to good employment.

- **Waste Disposal Service:** GMCA works with key partners (including Suez) to deliver waste services across nine of the ten Greater Manchester boroughs (Wigan has its own arrangements). Over the last four years GMCA has increased the amount of waste diverted from landfill from 90% in 2017 to over 98% in 2021. The recycling rate at the Household Waste Recycling Centres has also increased from c. 42% in 2017 to 50% in 2021. Further details of the role of this service are provided [here](#).

Key priorities for the next 3 years: Manage and dispose of municipal waste from Greater Manchester. Work in partnership with Suez to implement measures on

Greater Manchester's Household Waste Recycling Centres in order to drive up recycling.

- **Business Support (via the Growth Company and GC Business Growth Hub):** GMCA, working with the Growth Company and Business Growth Hub, helps businesses across the city-region to access the support they need to start up, develop and grow. We are working to bring trade, investment and growth to Greater Manchester and we're helping people get the skills and training they need to get started. In the financial year 2020-21, Growth Hub services engaged more than 8,468 businesses, and working with partners, the Hub delivered 1,044 SME relationships aimed at delivering business growth. GMCA played an active role in providing support to businesses throughout the pandemic and was the first local government organisation to directly offer funding to support the distribution of Bounce Back Loans.

Key priority over the next 3 years: Provide advice and support to businesses at all stages of their growth journey with a broad range of services. Key delivery programmes include Made Smarter which has had funding confirmed for a further three years via the Growth Company and the Business Productivity and Inclusive Growth Programme, through which the Growth Hub will support to 1240 businesses and create 680 jobs between Jan 2022 and June 2023. Working with GM Universities and the Growth Hub, GMCA has commissioned a new online leadership training programme 'OPEN SME' for at least 400 businesses, with a range of wraparound services, including 12 hours of support for at least 290 businesses.

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

GMCA secures and manages European and national funds that support growth and investment activity across Greater Manchester¹. Successful bids led by GMCA have seen

¹ EU structural funds will be replaced with a new UK Shared Prosperity Fund (UKSPF), due to launch in April 2022. The one year Community Renewal Fund provides a bridge to the UKSPF.

significant resource secured for the conurbation, supporting activity across all ten local authorities.

GMCA uses this funding and investment to commission activity that supports the Greater Manchester Strategy objectives. Our programmes are bringing significant economic benefit to our local economy, creating opportunities for the people and places of Greater Manchester.

Examples of our achievements and future priorities under this objective include:

- **Digital Infrastructure and Connectivity (£23.8 million of funding secured for Local Full Fibre Networks):** Forward looking digital infrastructure and connectivity is needed to support the city-region's social and economic ambitions. GMCA is working with partners to expand fibre and mobile infrastructure that will benefit GM residents and businesses. In its first year this funding generated £12m of overall local economic value (direct and indirect) with over 1,500km of fibre cable installed across the region. Over 1,200 public sector sites are connected and commissioned. Work is progressing to collectively activate this infrastructure and gain further economies of scale.
- **Key priority for next 3 years:** Deliver the Local Full Fibre Networks (LFFN) infrastructure to 1,600 sites and pursue wider investment in fixed and mobile infrastructure, using this capability to provide digital connectivity that underpins public sector reform, inclusion and economic activity.
- **Homelessness (£8 million of funding secured for Housing First over 3 years and £6 million for A Bed Every Night (ABEN) in 2021/22):** Over 3,000 homeless or rough sleepers have been supported through ABEN. GMCA, working in partnership with a wide range of organisations including Greater Manchester's 10 local authorities have contributed to a 57% reduction in rough sleeping over 3 years. The Housing First pilot, led by GMCA on behalf of all 10 Local Authorities has housed 257 people so far.
Key priority for next 3 years: ABEN will continue to provide support across Greater Manchester, recognising the additional needs and challenges posed by winter. GMCA will lead activity to ensure the continuation of ABEN and Housing First provision beyond their current contracts.

- **Young people not in Education, Employment or Training (£11.85 million of funding secured through ESF):** Over 7,000 young people in GM that are not in education, employment or training (NEET) have been supported over the last 3 years. Current GM wide programmes to support NEET young people include:
 - Skills Support for Unemployed (led by The Growth Company) – offering one to one support to young people aged 15-24 to increase confidence and access employability skills.
 - GM Future Workforce Fund (led by The Princes Trust) – offering a range of courses and tailored support to provide vulnerable young people with the practical and financial support needed to stabilise their lives, develop self-esteem and confidence, and gain valuable skills for work.

Key priority for next 3 years: Maximise the delivery of programmes offered, including new programmes such as a GM ESF NEET & Youth Employment programme, which will support 6,000 young people aged 15-24.

- **EnterprisingYou (£8m of funding secured from the Department for Education):** Up to 2,850 of the city region’s self-employed people aged 18+ are benefitting from free support. This incorporates tailored guidance from a personal business coach, as well as specialist support in areas such as personal finance, health and well-being and a range of bespoke training opportunities, enabling self-employed people to develop and grow their business. The service has supported hundreds of small businesses in GM to date.

Key priority for the next 3 years: Continue to provide support and networking opportunities for self-employed individuals in GM through EnterprisingYou.

- **Victim Services and domestic abuse perpetrator programmes:** Through funding secured from the Ministry of Justice, GM is radically transforming and improving the way victims' services are delivered in the city region and are putting victims and survivors of crime at the heart of how we design and deliver these support services. GMCA has launched a Gender Based Violence (GBV) strategy, which focuses on preventing GBV through a whole system approach, whereby all stakeholders come together to better understand this issue and enable effective change. GMCA has also secured funding for domestic abuse prevention programmes which focuses on preventative work with perpetrators.

Key priority for the next 3 years: Successful implementation of reform to victims' services. Ensure delivery of the ambitions set out in the GBV Strategy, including

domestic abuse prevention programmes which focuses on preventative work with perpetrators.

- **Safer Streets Funding (£500k secured):** GMCA has secured funding for the Safer Streets Initiative, aimed at helping women and girls feel safer when out and about in the city-region.

Key priority for the next 3 years: We will implement a range of measures that will help women and girls feel safe when out and about in Greater Manchester, including steps to improve the safety of women and girls on public transport and increased lighting and CCTV in key areas.

- **GM Environment Fund:** GMCA and partners established a fund which aims to blend restricted and unrestricted funds to deliver greater investment into the region's natural environment. The fund will be used to deliver our wider objectives for addressing inequality and delivering our environmental ambitions.

Key priority for next 3 years: Investigating revenue models from sale of carbon and biodiversity credits through peatland restoration and increasing biodiversity. Establish a Mayoral Green Spaces Fund.

- **Green Homes Grant (£10.3 million of funding secured):** GMCA is working in partnership with E.ON to make homes across Greater Manchester more energy efficient through the allocation grants of up to £10,000 to low-income households. More than 500 GM households received grants in the first round, enabling them to make improvements such as installing insulation and low carbon heating systems, which will reduce energy bills and cut emissions. A second round of funding is supporting a further 800 households across the city-region.

Key priority for next 3 years: To build on the grant funding award to establish a GM wide retrofit delivery vehicle (Retrofit Accelerator) and implement the GM Retrofit Action Plan.

- **Social Housing Decarbonisation Fund:** Our Local Authorities have collectively bid for c.£15m of Social Housing Decarbonisation funding, whereby registered providers of social housing can apply for funding to improve the energy performance of their social homes. Subject to this bid being successful, GMCA will

be the accountable body for the bid on behalf of Greater Manchester Local Authorities and Registered Providers.

Key priority for the next 3 years: Support the region's social landlords to maximise available funding and increase the energy efficiency of their housing stock.

- **Managing European / Government Funding (£87 million ESF funding):** We have supported Greater Manchester residents to access training, employment and development opportunities through the commissioning and effective management of £87 million of funding through the European Social Fund (ESF). GM's Working Well programmes are one example of this support. We have also supported businesses to start, innovate and grow across a range of European Regional Development Fund (ERDF) business support programmes. Additionally, a number of significant ERDF capital investments supporting our innovation ambitions are approaching completion including Energy House 2 and the Centre for Intelligent Automation and Robotics at the University of Salford and a Sustainable Materials Innovation Hub at the new Royce Building at Manchester University.

Key priority for next 3 years: Securing and managing UK Shared Prosperity Funds (the replacement of European structural funds) into Greater Manchester that will ensure GM's people and places benefit from investments, in line with Greater Manchester Strategy objectives. ESF and some ERDF programmes will operate until Autumn 2023.

- **Local Growth Fund (£493.5 million of funding secured by GM LEP):** 4,841 jobs have been created across Greater Manchester and £240 million secured in private sector investment. Examples of projects supported by the fund include:
 - **Manchester Metropolitan University (MMU) School of Digital Arts -** Construction of MMU's ground-breaking interdisciplinary School of Digital Arts, which will bring together art and design, technology and computing all under one roof. Investment in new workspaces, networks, teaching and research will help meet the needs of the digital sector.
 - **Manchester College and UCEN Learning, Training & Employment campus -** This multi-campus development project includes the construction of a new city centre campus Centre of Excellence in Creative and Digital. The upgrade of the Openshaw campus now houses Centres of Excellence in Health and Wellbeing and Construction and Logistics with industry standard

facilities. The project also includes investment in Harpurhey and Wythenshawe campuses as learning hubs.

- **Stockport Interchange-** The development of a new bus station will provide improved integration with both Stockport town centre and rail station at this major transport hub and focus for economic regeneration.

Key priority for next three years: GMCA has an established programme monitoring function in place to monitor the agreed outputs of our investments following completion. We will continue to monitor and report KPIs to the Department for Levelling Up, Housing and Communities until 2025, which is when the monitoring period for LGF closes. GM is expected to deliver a total of 7,000 jobs and £364m in private sector investment in the next few years as projects reach completion.

- **Core Investment Funds (£900 million):** Greater Manchester has secured and is managing a range of investment funds to offer loans/equity which support business, housing and economic growth across the conurbation. Investments made by GMCA into the local economy through the Greater Manchester Investment Fund has exceeded £900m to date. This figure is continuing to rise through fund recycling as money is repaid from previous successful loans and reinvested into new projects.
 - (a) The Housing Investment Fund has provided over £570m of investment in residential developments to deliver 7,688 new homes and is on track to deliver 10,000 new homes across GM over its 10-year timeframe. Investments made into social impact funds totalling £15m will deliver around 300 new homes for vulnerable people in GM.
 - (b) The Business Investment Fund has invested £101m into businesses, supporting and creating 9,104 jobs.
 - (c) £264m has been invested in commercial property development, delivering nearly 200,000 square metres of BREEAM accredited employment space to support business growth and inward investment.

Key priority for next 3 years: To continue making new investments that will support the growth of businesses and the creation of jobs which contribute to a thriving and productive economy across Greater Manchester, and deliver new housing that supports Greater Manchester's plans to see 10,000 new homes built every year. Within this, key priorities will be to continue supporting priority sectors within Greater Manchester's economy, and to maintain a balance between

investment in larger city-centre residential developments and those led by SME developers or with marginal viability in priority town centres.

- **Get Building/Brownfield Land Funds (£97 million of funding secured from the Brownfield Housing Fund and £54.2m funding from Getting Building Fund)**

Funding is being used to bring forward stalled sites that will ultimately see delivery of commercial / industrial floorspace and high quality housing across Greater Manchester. The brownfield funding will see the remediation of land across Greater Manchester that will deliver thousands of homes for Greater Manchester residents, delivering on Greater Manchester's policy to develop brownfield sites first and bring unviable land back into use.

Key priority for next 3 years: Ensure grant expenditure and regeneration of brownfield sites and ensure delivery of 8,638 homes for Greater Manchester residents (second phase of funding will deliver 2,720 of these homes).

- **Public Sector Decarbonisation Scheme (£78 Million of funding secured):**

GMCA is supporting energy efficiency upgrades to more than 150 public buildings across the city-region, helping to cut emissions and create or safeguard around 2,000 jobs. Retrofitting measures include new heating systems, solar panels, and energy monitoring and control systems.

Key priority for the next 3 years: To create a rolling programme of Public Sector retrofit, which demonstrates leadership, supports jobs and low carbon goods and services sector development.

- **Made Smarter:** Since 2018, Made Smarter has engaged with over 350 businesses in GM, helping manufacturers to modernise by adopting digital technologies.

Overall, businesses in Greater Manchester have secured £885,000 in matched funding for 47 projects, generating £2.2m of private sector investment. The projects are forecast to deliver an additional £33m in gross value added for the city-region's economy over the next three years, creating 198 new jobs.

Key priority for next 3 years: Ensure that Greater Manchester manufacturers receive the necessary digital technology support to enable them to become more productive and support the growth of Greater Manchester's economy.

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

GMCA works in partnership with the ten local authorities in Greater Manchester, where working together can help deliver activity which better tackles important issues for the city region.

Examples of our achievements and future priorities under this objective include:

- **Transport - activity led by Transport for Greater Manchester (TfGM):** TfGM has ensured transport played its part in GM's emergency response to the pandemic, including by protecting services for those needing to make essential journeys, re-deploying staff to support other areas of GM's response, working with partners to ensure Metrolink and other modes are as Covid-safe as possible, and working with Government to secure multiple packages of emergency funding to keep the trams running and to deliver active travel schemes to help people get around safely on foot and by bicycle.

2021 also saw a significant moment for the city-region's long-term vision for rail with TfGM taking operational control over Horwich Parkway Station. Mayor Andy Burnham also announced that Greater Manchester would be the first city region outside of London to take control of buses through franchising. GM was awarded more than £1bn in Government 'City Region Sustainable Transport Settlement' (CRSTS) funding, the largest amount secured by any city region, and a further bid was made to Government for funding for GM's bus network. The Bee Network Cycle Hire scheme was launched, and there was ongoing progress to create the UK's largest cycling and walking network, with £73m worth of schemes completed or under construction. The year concluded with a major milestone in the Bee Network, GM's vision for a London-style integrated public transport system, with the first phase of bus franchising procurement opened, with potential operators submitting their interest in operating services in Bolton and Wigan as part of the first tranche of franchising.

Key priorities for the next 3 years: With CRSTS funding of over £1bn secured, and the expectation of more funding for bus through the Bus Services Improvement Plan process, the coming years will see Government funds starting to be deployed into a wide range of transport initiatives focussed on the shared priorities of TfGM, GMCA and Local Authorities, including into the development and delivery of the

Bee Network. In particular (currently pending judicial review decision), the work to deliver bus franchising in tranches from 2024 will be vital to enable GM to properly integrate our bus and Metrolink networks, including with a joined-up fares and ticketing policy. Work is also continuing to deliver new transport interchanges at Stockport and Bury and to develop schemes to improve orbital connectivity around GM and to make local highways, cycling and walking improvements in town centres. With GM Local Authorities under a legal direction from Government to tackle illegal levels of NO2 pollution on local roads, GM is preparing to launch a Clean Air Zone together with financial support packages to help vehicle owners transition to cleaner vehicles. The coming years will also present significant opportunities for GM to advance long-term ambitions on rail devolution and continue to pursue the case for the best possible form of HS2 to be secured through the multiyear legislative process.

- **Greater Manchester Good Employment Charter / Real Living Wage:** GMCA developed the Charter, which aims to raise employment standards across Greater Manchester, including through payment of a real living wage – based on the cost of living. This supports Greater Manchester’s ambitions to become the UK’s first Living Wage City-Region. Over the past year the Charter has grown by 125%, reaching over 450 employers, with Charter Supporters now covering 230,000 employees in the city region.
Key priority for the next 3 years: Build on the success of the Charter by increasing the number of businesses engaging with it and drive forward Greater Manchester’s ambition to become the UK’s first Living Wage City-Region.
- **Digital inclusion:** GMCA launched a new Digital Inclusion Action Network to tackle the digital divide across Greater Manchester and ensure more of our residents are able to get online. This activity has supported a number of different groups, including around 3,500 children who have been supported through the Greater Manchester Tech Fund which has garnered cross industry and public sector support to provide equipment and connectivity for children during the pandemic.
Key priority for the next 3 years: Through the Digital Inclusion Action Network & Taskforce, we will seek to address the digital divide across Greater Manchester and help in addressing barriers to digital inclusion such as connectivity, accessibility,

affordability, skills, motivation and confidence. Working in partnership we are prioritising under 25s, over 75s, and disabled people.

- **Digital, data and technology enabled public services: GMCA**

is enabling digitisation of a range of services for residents, businesses and professionals across Greater Manchester in partnership with localities. Priority areas of work include Early Years support, Supporting Families, the Public Sector Decarbonisation Scheme and Homelessness, with the intention of applying re-usable techniques and technologies to improve services and insights.

Key priority for the next 3 years: Digital Early Years record across all ten boroughs in support of School Readiness; data and analytics capability that supports city region priorities across environment, victims services, reform, work & skills, place and equalities.

- **Care Leavers Guarantee:** The Greater Manchester Care Leaver Guarantee outlines the city region's approach to boosting outcomes for often vulnerable young people who leave the care system. This activity is strongly supported by a range of agencies including Youth Focus North West, Manchester Metropolitan University and Transport for Greater Manchester. This partnership working is key to making this a success and GMCA work with the 10 Councils and partners from the Voluntary and Community Sector, Health, Housing and Education providers to deliver against 5 key themes:

1. Be better prepared and supported to live independently
2. Have improved access to education, employment and training
3. Experience stability in their lives and feel safe and secure
4. Receive improved access to health support
5. Achieve financial stability

Key priority for the next 3 years: Ensuring a high quality and consistent offer across GM for our care experienced young people with targeted programmes to support education and employment opportunities, digital connectivity, travel and transport and housing.

- **Greater Manchester Apprenticeship and Careers Service (GMACS) / Young Person's Guarantee:** Over 100,000 young people across 107 institutions have used GMACS provided by GMCA - a one stop shop that allows young people to

search and apply directly for opportunities with businesses, gain careers advice, access skill-building workshops and apply for apprenticeships. The platform has grown considerably to incorporate material on other issues of the concern raised by young people through the Young Person's Guarantee such as transitions into work and training, health and wellbeing, digital connectivity and transport safety.

Key priority for the next 3 years: Further develop GMACS for young people in Greater Manchester, providing careers advice and allowing young people to apply for courses, jobs and apprenticeships. Build on the Young Person's Guarantee and take forward the recommendations made by the Youth Task Force.

- **Age-friendly City-Region:** GMCA is committed to making Greater Manchester a better place to grow older and has worked with partners to provide support to people as they age. Through the £10m Ambition for Ageing programme, we worked with community groups and over 21,000 residents to design and deliver local projects that created more age-friendly places and empowered people to live fulfilling lives as they age. Activity focused on work in 25 neighbourhoods across Greater Manchester and the 53 Mayoral Age-friendly challenge areas and focused on tackling thematic issues, such as the development of social eating activities. In addition, during 2020 we produced and distributed 150,000 information booklets to older adults and promoted the Valuable not Vulnerable campaign in partnership with the Greater Manchester Older People's Network. We also published guidance on age-friendly housing, the impact of Covid on marginalised communities, and promoting the Pride in Ageing project to support older LGBTQ+ people. In addition, we have worked with Greater Manchester housing organisations to support GM pensioners to claim £2 million in unclaimed benefits through the "Top-Up" campaign.

Key priority for the next 3 years: Attract further resources for the age-friendly neighbourhood work, expand the Take-Up campaign and reduce digital exclusion and work to expand employment opportunities for 50plus workers, promoting better housing options and working with the NHS, TfGM and Greater Sport on improving how older people can get around their neighbourhood.

- **Gender-Based Violence:** In September 2021 GMCA launched a 10-year strategy to tackle gender-based violence. This will see a radical transformation in Greater Manchester's approach to tackling this issue. Our aim is to lead a comprehensive, responsive programme of service delivery that enhances the safety of women and girls, whilst preventing gender-based violence, challenging the attitudes and

inequalities that promote it, and enabling those perpetrators who want to change to do so. There are multiple different forms of gender-based violence and a wide range of issues, including inequality, that perpetuate it. We outline these in our strategy and how we intend to tackle them taking a whole system approach. First and foremost, our goal is to prevent gender-based violence in the first place and so prevention activities will be prioritised.

Key Priority for the next 3 years: Launch a Gender-Based Violence Board, and Victim and Survivor Panel. Develop an initial delivery plan that prioritise commitments made in the strategy in respect of public engagement and education, issues associated with housing, perpetrator programmes and improving policing and criminal justice.

- **Places for Everyone:** Following the withdrawal of Stockport from the Greater Manchester Spatial Framework process in December 2020, the remaining 9 local authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan) have continued to progress a joint local plan (called Places for Everyone). This plan has recently been through a formal consultation (Regulation 19 – Publication Stage) and it is intended to submit the plan to the Secretary of State for examination, in early 2022. The Places for Everyone plan underpins our ambitions for levelling up across Greater Manchester in particular looking to address spatial inequalities.

Key priority for the next 3 years: To adopt the Places for Everyone plan by the end of 2023 and deliver the Plan's ambitions, through the Greater Manchester Growth Locations work, which will provide the platform for a levelling up approach across Greater Manchester, by creating value through new development and in turn ensuring that the resultant benefits and outcomes are experienced across wider GM communities.

- **Housing Delivery:** The Greater Manchester Housing Strategy provides a framework for the delivery of the new homes set out in Places for Everyone. Amongst its priorities are plans to deliver safe, decent and affordable housing for GM residents. A total of 12,149 new homes were built in the city region over the last year, a slight fall from the previous year but the third year in a row with completions over 10,000.

Key priority for the next 3 years: We will set out a plan to deliver 30,000 new zero-carbon homes for social rent by 2038. We will work to radically improve

temporary accommodation standards, with a focus on families experiencing homelessness.

- **Culture, creativity and night-time economy:** Greater Manchester has a thriving, world class cultural offer that supports the creativity of our people, reflects the distinctive identity of our places, attracts talent and visitors from across the world and recognises the role culture plays in the health and wellbeing of our residents. Between 2020-2023 GMCA has invested £4.1m per annum in cultural organisations and strategic activity that supports the delivery of the Greater Manchester Culture Strategy, recognising the significant global reputation and impact of our arts and culture. The music sector alone in Greater Manchester is worth more than £169m per annum. From initiatives like the Greater Manchester Music Commission, StreamGM, Town of Culture and Creative Improvement Districts to regular investment in a broad range of organisations, from The Halle and Manchester International Festival to Sheba Arts and Art With Heart. Our work supports creativity in our diverse communities and puts talent on a global stage. During the Pandemic, GMCA supported the cultural sector by providing six months grant payments upfront to organisations it funds as well as developing and delivering a number of strategic projects. These included Covid Commissions, 60 micro grants of £500 that recognised the precarity of work for freelance artists, Creative Care Packs, which saw more than 20,000 activity packs delivered to digitally excluded residents during Lockdown, and United We Stream which produced 308 hours of live content for 48 shows, amassing more than 20 million views, raising £583,000 for local good causes, cultural organisations and charities, and providing both a platform and creative outlet for 400+ artists and cultural organisations.

Key priority for the next 3 years: We will work with partners to revise our approach to cultural investment, building on successes to date, maximising opportunities across our city region and beyond and ensuring that the sector supports and promotes talent and actively reduces barriers to participation and engagement.

- **Coordination of Covid response:** GMCA has been instrumental in the development and delivery of the Covid response, providing leadership, coordination and input across a range of response structures. GMCA played a crucial role in coordinating the system, working with local authorities and other agencies, to ensure a consistent and collective understanding of impacts arising from the

pandemic and supporting the delivery of responses. The Living with Covid Resilience Plan provided a framework and clear set of priorities to support the effective delivery of services and support. The collaborative approach adopted, working across sectors and agencies to develop this Plan continued through its implementation.

Key priority for the next 3 years: Continue to lead Greater Manchester level partnership, convening the whole of the Greater Manchester system to deliver on collective shared ambitions set in the Greater Manchester Strategy.

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

We work with the ten local authorities in Greater Manchester to build the evidence and external partnerships that we need to drive Greater Manchester’s collective agendas and provide system leadership.

Examples of our achievements and future priorities under this objective include:

- **Environment:** There are major environmental challenges that threaten the health and prosperity of our region. Greater Manchester’s Five Year Environment Plan sets out our long-term environmental vision – to be carbon neutral by 2038 – and the urgent actions we all need to take in the next five years to help achieve this. This commitment to accelerate progress to net zero in the North West by 2038 puts Greater Manchester at least 10 years ahead of the national target. There are a number of projects that are supporting Greater Manchester’s vision of a low carbon future including:
 - **Energy Innovation:** We have established an Energy Innovation Agency with Greater Manchester’s Universities, public and private sector partners. The aim of the Agency is to accelerate the commercialisation of technologies which can reduce carbon emissions.
Key priority for the next 3 Years: Fully establish the Agency and support a pipeline of innovations to commercialisation

- **Go Neutral:** The Go Neutral Smart Energy call-off framework aims to support Districts and other public bodies to optimise renewable energy generation on the public estate and to take greater control of how we generate, use and trade our energy locally. It marks an important milestone in our plans to decarbonise the city region and facilitates a pathway for us to continually develop and fund significant amounts of renewable energy on Local Authority assets. The initial phase will seek to deliver 85 MW of solar power generation with battery storage and electric vehicle charging infrastructure.
Key priority for the next 3 Years: It aims to deliver an additional 300MW of renewable energy over the next three years and, through engaging local supply chains, it will create local investment opportunities that will support local sector development and jobs.

- **Local Area Energy Plans:** Local Area Energy Plans (LAEP) aim to model, at the local level, the future energy supply and demand and consequent network required to get us to carbon neutral by 2038. LAEPs have been completed for Bury, Salford and Manchester. Oldham, Rochdale, Tameside and Stockport are now underdevelopment.
Key priority for the next 3 Years: To complete the production of a LAEP for each District plus a GM Wide Plan and utilise these plans for the planning of future investments and interventions.

- **Retrofitting:** The Greater Manchester Retrofitting Task Force will develop plans to deliver low-carbon retrofitting across the city-region. Its aim will be to outline how home and building improvements can take place on a mass scale, while identifying opportunities to boost new skills, create good jobs, and drive investment in low-carbon industries.

- **Tackling Inequalities:** We have developed the Social Value Framework to encourage all organisations to help tackle inequalities in Greater Manchester and act in a sustainable way. Linked to this, we have signed a new agreement setting out how GMCA and the VCSE sector will work together to tackle entrenched inequalities across the city-region. We have also established a range of Equality Panels, including a Women & Girls Panel, Race Equality Panel and Faith and Belief

Panel, to enable us to hear from our diverse communities and tackle inequality in GM.

Key priorities for the next 3 years: We will continue to tackle inequalities across Greater Manchester through:

- using social value to make the things that we do, good, fair and sustainable. We will encourage every organisation in Greater Manchester to do this too through the continued implementation of our Social Value Framework.
 - promoting the role of the VCSE sector and working with the sector to tackle entrenched inequalities across Greater Manchester, through implementation of the new VCSE agreement. This will include the delivery of a 5-year programme of work which aims to maximise the ability of VCSE organisations to really make a difference in communities and localities.
 - embedding the work of our Equality Panels.
- **Reform:** We are committed to ensuring that the most effective systems of support are available to residents across Greater Manchester, in particular getting the right help to the right people, at the right time. The Greater Manchester Model of Unified Public Services sets out our ambitions to integrate services around people, prevention & place, ensuring that everyone in the city-region is able to fulfil their potential. We are using this approach to drive change and transformation across the full family of GM public services as well as working closely with our VCSE sector, recognising the important role they play. Our unified approach has been used to inform the design of a range of associated strategies including the Greater Manchester Children's Plan, Homelessness Prevention Strategy, Responding to Multiple Disadvantage and our 'Ageing in Place' programme.

Key priorities for the next 3 years: GMCA will continue to be recognised as a national trailblazer for Public Service Reform, we will reinvigorate our work around integrated neighbourhood support by building in learning from the community response to the pandemic. We will also develop a network to identify, amplify and elevate the innovative approaches to help and support that are taking place in communities across Greater Manchester.

- **Greater Manchester Violence Reduction Unit (GMVRU):** Established in 2019, the GMVRU is a team of subject leads and experts from Greater Manchester Police, GMCA, Public Health, Education, community voluntary sector, youth justice and local authorities, addressing the underlying causes of violence and working together with communities to prevent it. In July 2020, the VRU launched its Serious Violence Action Plan, which sets out seven priorities for the unit and the framework through which serious violence will be addressed.

Key priorities for the next 3 years: Reduce serious violence, especially in the under 25 age group, and strengthen local communities through a place-based approach to investment and interventions.

- **Resilience:** The Greater Manchester Resilience Unit (part of GMCA) ensures that the city-region is able to plan and respond to civil risks and emergencies. This could include terrorist attacks, infrastructure or technology failures, infectious diseases such as Covid19 and natural hazards such as moorland fires and flooding. The Unit offers a year-round emergency response service, ensuring Greater Manchester's local authorities always have access to disaster management expertise. Greater Manchester's progress in this area has recently been recognised with the city-region being named as a "Resilience Hub" for its policy and advocacy work in addressing growing climate and disaster risks.

Key priorities for the next 3 years: We will create a resilient city region by continuing to ensure that Greater Manchester is prepared and able to respond to civil risks and emergencies. We will play a lead role in this at a GM level working with the ten local authorities in Greater Manchester.

- **International activity:** We work with the ten local authorities in Greater Manchester and our partners on our shared ambitions and stand together in promoting our city-region to the world. In 2020 a one-year International Strategy was agreed to respond to the international challenges that emerged from the pandemic and the continued uncertainties surrounding EU exit. The strategy also reframed our new international ambitions and priorities around a new Greater Manchester context and new UK foreign policy. A new three-year refresh of the Strategy will be launched in early 2022. The creation of the Greater Manchester -Japan Steering Group and the Greater Manchester -Bangladesh Partnership Board have strengthened our working with these countries as has the signing of several Memorandums of Understanding

with the metropolitan authority of the Ruhr (Germany) and the State of Maharashtra in India.

Key priorities for the next 3 years: We will continue to work with the ten local authorities in Greater Manchester and partners to realise our ambitions and promote GM to the world, building on the partnerships and agreements that are now in place. Through Greater Manchester's new International Strategy we will deliver our long-term international ambitions for international trade, foreign direct investment, research and innovation collaborations, international visitors and international students.

- **Economy:** We are committed to delivering a thriving and productive economy in all parts of Greater Manchester. The Greater Manchester Local Industrial Strategy provides the rigorous evidence base and priorities for raising productivity and increasing the number of good jobs across all parts of the city region. The Local Industrial Strategy draws together activity across Greater Manchester's highly productivity Frontier sectors and high employment Foundational Economy, linking in with other strategies such as the International Strategy, Housing Strategy / Good Landlord Charter, Cultural Strategy, Digital Blueprint, Innovation Blueprint, and the Green City Region Partnership ambitions.

Key priorities for the next 3 years: The Greater Manchester Local Industrial Strategy will be refreshed to flexibly respond to new economic challenges and opportunities. The GMCA will continue to support the development of Innovation Greater Manchester, led by the city region's businesses and universities.

- **Work with local authorities and partners:** We have overseen delivery of the priorities set out in the 2017 – 2020 GM Strategy and one year Living with Covid Plan. The GMCA has convened the whole Greater Manchester system to develop the refreshed Greater Manchester Strategy and ensured all stakeholders are engaged and involved in its development and delivery.

Key priorities for the next 3 years: We will drive forward the priorities set out in the refreshed Greater Manchester Strategy, working with local authorities and partners to deliver the programmes and activity which support our shared outcomes and commitments.

- **Work with national Government:** We have worked to develop new proposals for partnership working with national Government across a wide range of areas. This has included working with Parliamentarians, Ministers and Civil Servants to deepen their understanding of the towns and cities of Greater Manchester, and the opportunities which can be created through working in partnership. It also meant providing intelligence to partners across Greater Manchester on engagement with Government and in Parliament, including submissions to Select Committees, White Papers and fiscal events such as Spending Reviews and Budgets.

Key priorities for the next 3 years: We will work with Government to shape and implement the levelling up agenda, with the Levelling Up White Paper expected in early 2022. We will also work with partners on Parliament Bills which are a priority for the city region.

- **Information Governance:**

To manage, share and use information effectively, public services need to have consistent information governance policies and practices. The GMCA and Greater Manchester Local Authorities are working together to provide leadership on information governance and to promote consistent working practices; by strengthening shared ways of working, policies and tools to enable effective information assurance in the context of a growing complexity and pace of demands for data sharing.

The Greater Manchester Information Board provides strategic oversight and co-ordination of a Greater Manchester approach to principles and standards for information governance and data sharing. This entails supporting and providing direction to the development of a strategic information sharing approach across Greater Manchester programmes.

Key priority for the next 3 years: Implement a Greater Manchester information governance framework for the better use, management and sharing of information and data and deliver the Greater Manchester Information Strategy. In addition, we will work with Government to improve the way data is shared to better meet the needs of children, families and adults, including through the Data Accelerator programme.

6. Where to find out more

Our websites: www.greatermanchester-ca.gov.uk, www.manchesterfire.gov.uk,
www.r4gm.co.uk

Our social media: Find us on Twitter, Facebook, Linked In and You Tube

We also hold regular public facing events where you can ask questions to the Mayor and other leaders of Greater Manchester. To find out more visit our social media channels for the latest information.

Greater Manchester Fire & Rescue Service and Waste Disposal Service

GMCA incorporates Greater Manchester Fire and Rescue Service and Greater Manchester Waste Disposal Service. Further details of the role of these services are provided below.

Greater Manchester Fire and Rescue Service

Greater Manchester Fire and Rescue Service (GMFRS) is one of the largest Fire and Rescue Services outside London with more than 1,637 members of staff and 41 fire stations. It covers an area of approximately 500 square miles and a culturally diverse population of 2.8 million people.

Responsibility for the Service sits with the mayor, with certain functions delegated to the Deputy Mayor for Policing, Crime and Fire, bringing police and fire functions closer together.

GMFRS vision is to be a modern, flexible, resilient fire and rescue service. Its primary function is to provide the best emergency response it can to local communities in Greater Manchester, however its role is much broader than this. GMFRS has focused on prevention and protection work over the last decade to try and stop incidents happening in the first place, improving community outcomes, educating and developing young people and making fire station facilities available and more welcoming to the public.

The priorities for GMFRS are set out in the Greater Manchester Fire Plan. This is the overarching strategy for GMFRS and outlines the work GMFRS will undertake to help

make the city region safe. The plan includes six priorities and a number of commitments to residents, businesses and partners across Greater Manchester.

The six priorities are:

- Provide a fast, safe and effective response
- Help people reduce the risks of fires and other emergencies
- Help protect the built environment
- Use resources sustainably and deliver the most value
- Develop a culture of excellence, equality and inclusivity
- Integrate our services in every locality with those of partner agencies

It provides a clear understanding of how GMFRS will continue to prevent, protect and respond efficiently and effectively to meet the needs of Greater Manchester's communities. It also explains how it will help deliver the wider Greater Manchester Strategy.

In addition to the Fire Plan, an Annual Delivery Plan for the Service outlines exactly how the commitments in the Fire Plan will be delivered. Together, the two plans fulfil the Service's statutory duty to produce an Integrated Risk Management Plan.

GMFRS will face a number of pressures over the next three years. The pandemic will have a lasting effect on communities across Greater Manchester and how GMFRS continues to protect them. Financial uncertainties are likely to negatively impact the money GMFRS receives both locally and nationally, meaning it will have to work hard to deliver services as efficiently as possible. Many of the threats in the built environment exposed by the Grenfell Tower fire remain and there is a need to ensure those risks are resourced appropriately. The climate emergency will continue to affect communities and GMFRS has a responsibility to not only reduce its own impact, but to respond to wide-area flooding and moorland fires when they occur. In addition to this, GMFRS will need to change how it delivers services in line with the findings from the inquiries into the Grenfell Tower fire and the Manchester Arena attack, as well as the recommendations from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection of GMFRS.

Waste Disposal Service

GMCA is the statutory waste disposal authority for nine of the ten Greater Manchester local authorities (Wigan makes its own arrangements for waste disposal) and is responsible for managing c.1.1 million tonnes of waste every year that is collected by the ten local authorities from households and from 20 Household Waste Recycling Centre's (HWRCs). The statutory responsibility for waste disposal transferred to GMCA in April 2018 when the former Greater Manchester Waste Disposal Authority was dissolved. GMCA is the largest waste disposal authority in the country by virtue of the quantity of waste handled and geographic area served.

GMCA meets its statutory obligations through contract arrangements that were awarded in 2019 to Suez Recycling and Recovery UK. The two contracts have an initial seven year term and cover the operation and maintenance of 35 waste facilities located on 27 sites including the 20 HWRCs. Local authorities in Greater Manchester's collect four principal waste streams:

- Mixed paper and card
- Mixed glass, cans, plastic bottles
- Mixed garden and food waste
- Residual, unrecyclable waste

The 20 HWRCs are provided for members of the public to deposit household waste which can then be recycled and disposed of appropriately. These sites are a key asset and receive in the region of 500,000 visits per month. Preventing the deposit of illegal trade waste at these sites is a key activity and GMCA has introduced measures to deter traders and control access to the sites. In 2020, carpet and mattress recycling facilities were also introduced at the HWRCs and have contributed to an increase in recycling performance.

Under the Suez contracts, GMCA has placed a great emphasis on reuse of materials and 2021 saw the opening of three reuse shops where residents can buy items that have been discarded and then made available for resale. The proceeds from the shops are supporting a £100k per annum contribution to the Mayors Fund to support homelessness initiatives and a £220k per annum contribution to a Community Fund to support recycling based community projects. GMCA also undertakes a waste education programme for schools, community groups and other interested parties through a purpose-built education centre and through online activities.

The waste disposal activities carried out by GMCA are funded through a waste levy that is charged to the nine constituent local authorities and in 2021/22 the levy was set at £162.4 million. Key performance metrics are the percentage of waste diverted away from landfill and the recycling rates on the HWRCs. Landfill diversion has increased significantly over the last three years since the Suez contracts commenced and is currently at c.98%.

Recycling at the HWRCs has also increased over that timeframe and is currently at c.50%.

The main challenge for the next three years will be to understand the requirements of the National Resources and Waste Strategy and how these may impact on service delivery in Greater Manchester. Central Government is due to provide further guidance and detail on these requirements in 2022 and these will inform the development of a Greater Manchester Waste Strategy.

Abbreviations and acronyms

| | | | |
|--------|---|--------|---|
| ABEN | A Bed Every Night | HS2 | High Speed 2 (rail) |
| AEB | Adult education budget | IT | Information Technology |
| bn | billion | KM | Kilo meter |
| BREEAM | Building Research Establishment's Environmental Assessment Method | KPI | Key Performance Indicator |
| CRSTS | City Region Sustainable Transport Settlement | LAEP | Local Area Energy Plans |
| DWP | Department for Work and Pensions | LEP | Local Enterprise Partnership |
| ELN | Extended Leadership Network | LFFN | Local Full Fibre Networks |
| ERDF | European Regional Development Fund | LGBTQ+ | Lesbian, Gay, Bisexual, Transgender, Queer or Questioning. The 'plus' represents other sexual orientations and gender identities including (but not limited to) pansexual, asexual, and various non-binary genders. |
| ESF | European Social Fund | LGF | Local Growth Fund |
| EU | European Union | m | million |
| GBV | Gender Based Violence | MMU | Manchester Metropolitan University |
| GM | Greater Manchester | MW | Mega Watt |
| GMACS | Greater Manchester Apprenticeship and Careers Service | NEET | Not in Education, Employment or Training |

| | | | |
|---------|---|-----------------|--|
| GMCA | Greater Manchester Combined Authority | NHS | National Health Service |
| GMFRS | Greater Manchester Fire and Rescue Service | NO ₂ | Nitrogen Dioxide |
| GMP | Greater Manchester Police | SLT | Senior Leadership Team |
| GMS | Greater Manchester Strategy | SME | Small and medium-sized enterprise |
| GMVRU | Greater Manchester Violence Reduction Unit | TfGM | Transport for Greater Manchester |
| HMICFRS | Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services | UK | United Kingdom |
| HMPPS | Her Majesty's Prison and Probation Service | VCSE | Voluntary, Community and Social Enterprise |
| HR | Human resources | | |

Annex B

GMCA Corporate Plan 2022 - 2025: Summary

Overview of our organisation

Our Mission

The mission of GMCA is to shape and enable Greater Manchester to deliver its shared ambitions and priorities.

Our values

Everyone in our organisation strives to be:

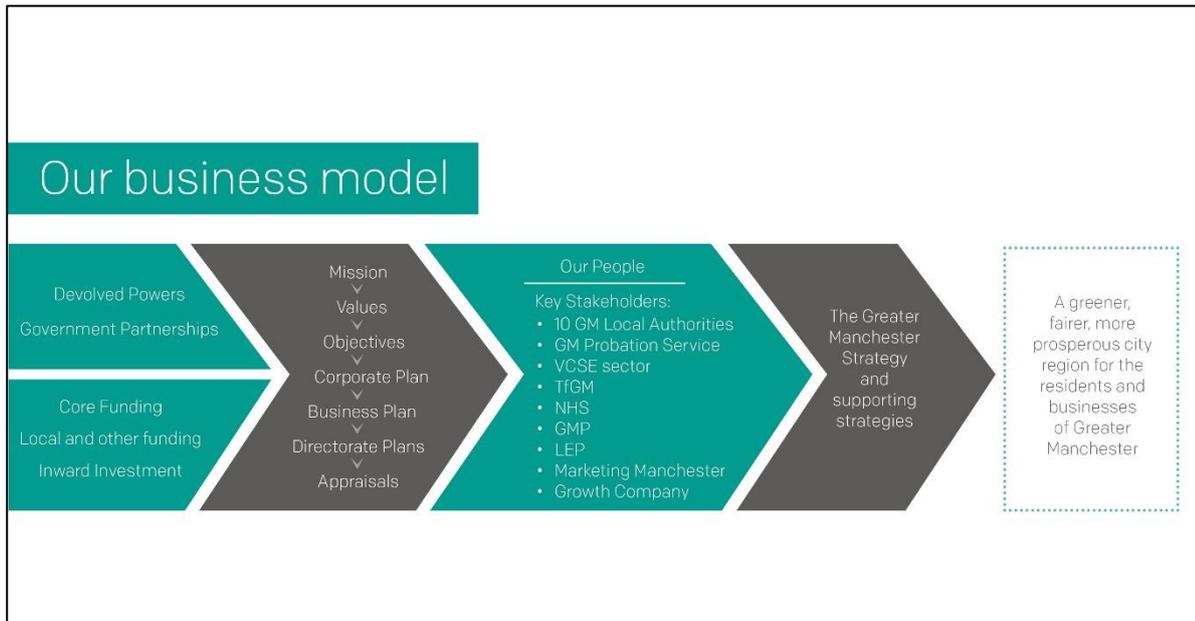
- Purpose driven and delivery focussed: our work should link to our mission and objectives and we should, with partners, make the decisions needed to link strategy to delivery to achieve the GMS priorities
- Collaborative: building trust and collaboration both with each other internally and with our local authorities and partners
- Empowering: helping people do the jobs they're here to do, removing barriers, streamlining the governance, and giving people authority to act

Our corporate objectives

We have four corporate objectives:

- Deliver core and devolved services for the public
- Secure, and manage, funding and investment at Greater Manchester level for agreed activity
- 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
- Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships and influencing policy

Our Business Model



About GMCA

The Greater Manchester Combined Authority has existed in its current form since 2011 and with the election of the city region Mayor in 2017, we became the organisation we see today.

The GMCA is both a political entity and an organisation in its own right. The political part of GMCA provides direction, governance, and oversight of the work we do on behalf of the city region for our residents and businesses. The GMCA as an organisation translates that political direction into action through teams of dedicated experts across a range of functions and services.

As a political entity, GMCA comprises the ten local authorities that make up the city region. The Authority is Chaired by the Mayor and is led by the Chief Executive.

Combined Authorities across England operate in different ways and in Greater Manchester, we have worked together to take advantage of the powers we have gained through devolution. These powers have helped make GMCA bold in its ambitions, taking advantage of the functions and resources transferred to us from national government. Our devolved powers give us greater control over spatial planning, housing, transport, policing and skills. GMCA also works in partnership with health colleagues on Health & Social Care devolution and with Transport for Greater Manchester on bus reform.

Devolution has also enabled us to bring a number of organisations and functions together across the GMCA including:

- Greater Manchester Fire and Rescue Service (GMFRS)
- Greater Manchester Waste Disposal Authority (with services outsourced to a private contractor, SUEZ)
- The Police and Crime Commissioner Function, including the commissioning of probation services
- Management of the Adult Education Budget for Greater Manchester

Across the UK, the GMCA is a well-recognised and respected part of local and national governance. We are unique and have distinct differences from Local Authorities, and it is the Greater Manchester spirit of collaboration that gives us added value when it comes to strategies that benefit the whole of the city region and its people. By working together, we have, and continue to make Greater Manchester the place it is today.

Our people

As an employer, GMCA is home to over 2000 staff. Of these, around 1500 (72%) work solely for GMFRS. The other 600 are working directly for the Combined Authority, including shared support services that come under our Corporate Functions.

Our colleagues have a diverse range of skills, knowledge, and expertise in areas as distinct as economic policy to digital transformation, organisational change to fire prevention.

Within the various functions of GMCA, our colleagues spend the majority of their time working across teams and with our partners to ensure the city region speaks and acts with one voice.

The organisation is led by a Senior Leadership Team that collectively oversees the following directorates:

- Digital
- Education, work, and skills
- Economy
- Environment
- Place making
- Public service reform
- Police, crime, criminal justice, and fire
- Corporate functions; Finance / Audit / Core Investment; IT services; People Services Procurement & Contracts; Waste; Legal / Governance / Information

Governance / Business Support; Strategy; Research; Communications & Engagement

We work closely with partners in health, transport, criminal justice, business, voluntary and community sectors as well as the GM Local Enterprise Partnership (LEP) , other regional bodies and national government to ensure the work we do has a positive impact on the 2.8m people that call Greater Manchester home, as well as the many thousands who chose to work, study, visit and invest in the city region.

How we're funded

Our core funding includes:

- Core Government grant
- Greater Manchester Local Authorities – consisting of a Levy and Statutory Charge for transport functions and a Levy for provision of waste disposal on behalf of nine authorities.
- Council Tax Precept
- Other grant, income and reserves

This funds the following services and a wide range of activity:

- GMCA Economic, Development and Regeneration, including devolved Adult Education Budget
- Mayoral including Greater Manchester Fire & Rescue Service
- Transport including Transport for Greater Manchester
- Waste Disposal functions provided on behalf of nine Greater Manchester local authorities
- Police Fund budget for the Police and Crime Commissioner's Office and Greater Manchester Police

Supporting Greater Manchester

In February 2022 we launched a new Greater Manchester Strategy. The strategy provides a plan and way of working on behalf of the city region.

With the primary objective of creating a greener, fairer, and more prosperous city region, the strategy focusses on what we want to achieve, how we'll achieve it, how we will work together and what this will mean. The strategy aims to deliver against the following shared outcomes:

- People's wellbeing - better homes, jobs, transport, and health, living in vibrant communities
- Thriving businesses - which succeed and look after their people, places, and planet
- Leading the UK and the world - in sectors including low carbon and digital

It is not the responsibility of GMCA to deliver these outcomes alone. Achieving results against any of these areas is down to the collective effort and energy of all our partner organisations, driven and enabled by and through the GMCA.

Our achievements

GMCA has achieved a significant amount over recent years and some examples of our achievements are provided below. Further detail can be found in our full Corporate Plan:

- successfully delivering core and devolved services for the people of Greater Manchester, including the Fire and Rescue service.
- securing and managing European and national funds that have supported growth and investment activity across Greater Manchester - for example, funding from the European Social Fund has been used to help Greater Manchester residents to access training, employment and development opportunities. In addition, funding secured for A Bed Every Night has helped reduce the number of homeless people or people sleeping rough on our streets.
- working in partnership with the ten local authorities in Greater Manchester to deliver the Greater Manchester Apprenticeship and Careers Service, the development of the Good Employment Charter, the delivery of safe, decent and affordable homes and working with TfGM on a range of transport initiatives, including the launch of the Bee Network.
- Building the evidence base and partnerships to drive Greater Manchester's agenda and provide system leadership, including through the development of the social value framework to help tackle inequalities in Greater Manchester, creating a unified model of public services to better integrate services in Greater Manchester and

implementing our Environment Plan, which supports the city region's vision for a low carbon future.

We have also been able to deliver on areas as diverse as the development of a ten year gender based violence strategy, a new Fire Plan for the city region, improved access to digital infrastructure and equipment, early years interventions, delivering against our science based environmental targets, and many other essential and, in some cases, ground breaking schemes that directly affect our communities.

Over the last two years, GMCA has also played a pivotal role in supporting residents and businesses across the city region deal with the impact of the COVID 19 pandemic and now, as we begin to rebuild across all areas of society. We will continue to play a central role in supporting the city region as part of the multiagency response to this uniquely devastating issue and our plans for the next three years support this. The unique relationships we have with our districts and partner organisations will enable us to support those affected by the pandemic, making a positive difference to the lives of everyone living and working in Greater Manchester.

Our objectives and priorities

With its strong history of partnership working and the most advanced devolution deal anywhere in the UK, GMCA is uniquely placed to deliver its ambitions for the city-region over the coming years.

We have developed four corporate objectives for 2022 – 25 that will help shape and support our commitment to the city region:

Objective 1: Deliver Core/Devolved services for the public

Our key priorities for the next three years include:

- Providing the best fire and rescue service we can to our communities. Our mission is to save lives, protect communities and work together.
- Keeping people in Greater Manchester safe, reduce harm and offending, and strengthen our communities and places. We will continue to make the required improvements to policing the city region in line with GMP's forward plan.
- Co-commissioning probation services with Her Majesty's Prison and Probation Service so that we can reduce reoffending and deliver public services effectively and efficiently. This approach gives us the flexibility to diverge from national or standard policy and direction.
- Shaping adult education provision in Greater Manchester and working with partner organisations and business to deliver quality training and education. This will support our residents with learning, helping them acquire essential skills and experience to progress in work or further learning.
- Continue to deliver support across a range of Health, Life, Skills and Work-related interventions to support 22,600 Greater Manchester residents on their journey to good employment (subject to additional funding from DWP).
- Managing and disposing of municipal waste from 9 of GM's districts and working together with Suez to increase recycling rates across households
- Providing advice and support to businesses to help them grow. This includes providing access to expert one-to-one and peer-to-peer business support, events, specialist programmes and funding.

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

Our key priorities for the next three years include:

- Deliver Local Full Fibre Network infrastructure to 1,600 sites and look to attract more investment in infrastructure, helping support public sector reform, inclusion, and economic activity.
- A Bed Every Night (ABEN) will continue to support homeless residents across Greater Manchester, recognising the additional needs and challenges posed by winter. GMCA will lead activity to ensure the continuation of ABEN and Housing First provision beyond their current contracts.

- Continue support for young people not in education, employment, or training (NEET), plus launch the Greater Manchester ESF NEET & Youth Employment programme, which will support 6,000 young people aged 15-24.
- Continuing our focus on victim services and domestic abuse perpetrator programmes, including reform to victims' services and domestic abuse prevention programmes linked to our Gender Based Violence strategy.
- Helping women and girls feel safer through improving safety on public transport, with increased lighting and CCTV in key areas.
- Establishing a mayoral green spaces fund which will build upon the successes we've had through our Five-Year Environment Strategy. This is addition to looking at restoring our peatlands through commercial investment initiatives.
- Deliver against our retrofit action plan and build on the grant funding we've already received to create a retrofit accelerator
- Improve the energy efficiency of social housing, working with landlords to support tenants have warmer, more secure homes.
- Deliver new housing that supports Greater Manchester's plans to build 10,000 new homes every year, balancing developments across our towns and cities, including regeneration of brownfield sites to deliver an extra 8,638 homes
- Continue to roll out the refit of public sector buildings.
- Support manufacturers with access to digital technology so they can be even more productive, growing the Greater Manchester economy and supporting their employees adopt new ways of working.
- Securing and managing UK Shared Prosperity Funds. These funds will ensure our people and places benefit from investments in line with Greater Manchester Strategy objectives.
- Continue to manage the Local Growth Fund. Through the LEP, GMCA was awarded £493.5 million which has been, and will continue to be used to create jobs and attract further investment into the city region. We expect to deliver around 7,000 jobs and £364m in private sector investment in the next few years as projects reach completion.

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

Our key priorities for the next three years include:

- Supporting TfGM to deliver a wide range of transport initiatives, including the development and delivery of the Bee Network and the work to deliver bus franchising, which will be vital to enable GM to properly integrate our bus and Metrolink networks. GM is also preparing to launch a Clean Air Zone together with financial support packages to help vehicle owners transition to cleaner vehicles and will seek to advance long-term ambitions on rail devolution.
- Building on the success of The Good Employment Charter by increasing the number of businesses engaging with it and driving forward Greater Manchester's ambition to become the UK's first Living Wage City-Region.
- Through the Digital Inclusion Action Network and Taskforce, we will address the digital divide by removing barriers to digital inclusion such as connectivity, accessibility, affordability, skills, motivation, and confidence. Working with partners, we are prioritising under 25s, over 75s, and disabled people.
- Creating digital early years records across all ten boroughs to support school readiness for our children
- Improving data and analytics capability to support our priorities around the environment, victims services, reform, work and skills, place and equalities.
- Attracting further resources for the age-friendly neighbourhood work
- Expanding the Take-Up campaign, reducing digital exclusion, and working to expand employment opportunities for workers aged over 50
- Further develop GMACS for young people in Greater Manchester, providing careers advice and allowing young people to apply for courses, jobs, and apprenticeships.
- Building on the Young Person's Guarantee and taking forward the recommendations made by the Youth Task Force.
- Ensuring a high quality and consistent offer across Greater Manchester for our care experienced young people, with targeted programmes to support education and employment opportunities, digital connectivity, travel and transport and housing
- Promoting better housing options by working with the NHS, TfGM, and Greater Sport on improving how older people can get around their neighbourhood.
- Launching a Gender-Based Violence Board, and Victim and Survivor Panel, including the development of an initial delivery plan focussed on public engagement

and education, issues associated with housing, perpetrator programmes, and improved policing and criminal justice.

- Adopting the Places for Everyone plan by the end of 2023, and delivering the Plan's ambitions, through the Greater Manchester Growth Locations project.
- Setting out plans to deliver 30,000 new zero-carbon homes for social rent by 2038. We will work to radically improve temporary accommodation standards, with a focus on families experiencing homelessness.
- Revising our approach to cultural investment, maximising opportunities across our city region and beyond, and ensuring that the sector supports and promotes talent and actively reduces barriers to involvement.
- Convening the whole of the Greater Manchester system to deliver the shared ambitions set in the Greater Manchester Strategy.

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

Our key priorities for the next three years include:

- Through Go Neutral, delivering an additional 300MW of renewable energy over the next three years, using local supply chains, to create further investment and jobs.
- Creating Local Area Energy Plans for each district, alongside a Greater Manchester wide plan.
- Developing plans for low-carbon retrofitting across the city-region through the Greater Manchester Retrofitting Taskforce. This will include home and building improvements on a mass scale, boosting new skills, creating good jobs, and driving investment in low-carbon industries.
- Using social value to make sure the things we do are good, fair, and sustainable through the continued implementation of our Social Value Framework.
- Promoting the role of the VCSE sector, working with the sector to tackle inequalities across Greater Manchester, through implementation of the new VCSE agreement. This includes the delivery of a five-year programme to harness the potential of VCSE organisations working across the city region.
- Embedding the work of our Equality Panels.

- Continuing to be a national trailblazer, reinvigorating our work around integrated neighbourhood support by learning from the community response to the pandemic. This includes developing a network to identify, amplify and elevate new and innovative ways of working.
- Creating a resilient city region so that Greater Manchester remains prepared and able to respond to civil risks and emergencies. We will play a lead role in this at a city region level working with the ten local authorities in Greater Manchester.
- Through the Violence Reduction Unit, reduce serious violence, especially in the under 25 age group, and strengthen local communities through a place-based approach to investment and interventions.
- Fully establishing the Energy Innovation Agency and supporting a pipeline of innovations to commercialisation.
- Continuing to promote Greater Manchester to the world, through Greater Manchester's new International Strategy. This includes ambitions for international trade, foreign direct investment, research and innovation collaborations, international visitors, and international students.
- Refreshing the Greater Manchester Local Industrial Strategy so we can respond to new economic challenges and opportunities. The GMCA will also continue to support the development of Innovation Greater Manchester, led by the city region's businesses and universities.
- Working with Government to shape and implement the levelling up agenda, with the Levelling Up White Paper expected in early 2022. We will also work with partners on Parliament Bills which are a priority for the city region.
- Implementing a Greater Manchester Information Governance framework and deliver the Greater Manchester Information Strategy. We will also work with Government to improve the way data is shared.

Where to find out more

You can read a full version of our Corporate Plan on the GMCA website ([LINK](#)), where you'll also find further details of our achievements and our plans and strategies for the future that we coordinate across the city region on behalf of our residents and businesses.

You can also read the Greater Manchester Strategy online at ([LINK](#)).

Get involved

- [Twitter](#)
- [Facebook](#)
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