

GMCA Resources Committee

Date: 26th May 2023

Subject: GMCA Business Plan 2023-24

Report of: Andy Burnham Portfolio Lead for Policy & Strategy and Eamonn Boylan
Portfolio Lead Chief Executive for Policy & Strategy

Purpose of Report

To provide members of the GM Resources Committee with the draft 2023-24 GMCA Business Plan for comment and approval.

Recommendation:

The GM Resources Committee is requested to:

- Review and subject to comments, approve the annual GMCA Business Plan for 2023-24.

Contact Officers

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Equalities Impact, Carbon and Sustainability Assessment:

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

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

Risk Management

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

Legal Considerations

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

Financial Consequences – Revenue

The activities and programmes set out in the Business Plan are accounted for in the GMCA budgets for 2023/24 approved by the GMCA in February 2023. There is a 2023/24 revenue budget of £800m for the areas covered in this business plan.

Financial Consequences – Capital

The activities and programmes set out in the Business Plan are accounted for in the GMCA budgets for 2023/24 approved by the GMCA in February 2023.

Number of attachments to the report:

1

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

The draft 2023-24 GMCA Business Plan is attached with this note

Tracking/ Process

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

No

Exemption from call in

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

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction

1.1 The annual GMCA Business Plan (2023/24) sets out the key activities that GMCA will deliver for the people and places of Greater Manchester over the next 12 months.

1.2 The Business Plan sits alongside the three year Corporate Plan (2022 – 2025). It provides additional detail to the Corporate Plan, including detailed activity plans which set out the priorities for each Directorate for the year ahead (annex A of the Business Plan). Key activities, with organisational wide impact, have been lifted into the main body of the Business Plan. Examples of these include:

- Adoption of Places for Everyone
- Deliver on our ambitious Trailblazer Devolution Deal with Government
- Digital programme, aimed at reducing digital exclusion, driving growth & enabling the city-region
- Work to refresh the Five Year Environment Plan
- Continue the year-on-year reduction in rough sleeping
- Commissioning UK Shared Prosperity Fund
- Continue to support improvement in police and fire services

2. Business Plan development

2.1 This year's business planning process provided a timely opportunity to engage with staff and reflect on GMCA's journey over the last six years, consider where we are now, and to articulate where we want to go as the organisation continues to evolve. In line with this approach, a series of Directorate engagement sessions were held to enable staff to share their thoughts on the organisation and help input to / shape the Business Plan. These sessions were also an opportunity for staff to feed in views to help formulate a new mission for the organisation, which is also set out in the new Business Plan.

2.2 The development of the 2023-24 Business Plan was overseen by a Business Plan working group. This included representation from each directorate, which ensured a two way flow of information / actions arising from the group back into their directorate. The group played a key role in overseeing the Plan's progress and ensuring its

development remained on track. It is intended that an ongoing engagement and delivery orientated staff group be retained / evolved to support the delivery of the Plan and wider organisational development.

3. Performance monitoring

- 3.1 A Performance Framework is in place to monitor the progress of those key activities in the Business Plan that have organisational wide impact.
- 3.2 The performance framework takes account of the various levels of reporting, and the alignment of GMCA corporate monitoring with established governance and portfolio monitoring arrangements in place.
- 3.3 The progress monitoring of the key activities will be reported quarterly to GMCA's Senior Leadership Team (SLT) along with a range of corporate metrics, so GMCA leadership can be assured of progress and can collectively develop necessary remedial or mitigating actions.
- 3.4 Progress monitoring of the range of activities in the detailed Directorate Plans will be managed by each directorate, with any significant issues or successes escalated to SLT as appropriate.

4. Recommendation

- 4.1 Recommendation appears at the front of this report.