

# BUSINESS PLAN

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2023-2024

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**GMCA** **GREATER  
MANCHESTER  
COMBINED  
AUTHORITY**

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# Foreword by Eamonn Boylan, GMCA Chief Executive

Welcome to our 2023/24, working Business Plan. I'm incredibly proud to have had the privilege of leading this organisation for the last six years. As an organisation, and as a city region, we have together made significant progress over this time. Our business has developed, and we have directly delivered and enabled the provision of services, strategies and activities which are supporting the communities of Greater Manchester, working with our incredible partners and stakeholders.

I am keen that we continue to develop as an organisation, and have been delighted by the overwhelmingly positive input from people of all teams, roles and levels in developing this plan. We have together redefined our mission and refreshed our values, setting us up to move into the next phase of our business development.

The year ahead will no doubt pose some challenges, not least as we move through financially challenging times, but I am confident together we have the necessary skills, knowledge and commitment to succeed. Exciting opportunities are around the corner for GMCA as we translate greater devolution from central government to Greater Manchester into a reality.

You will see from the commitments made in this Plan, I want to ensure everyone who works here is enabled to succeed in our roles, with a clear understanding of the contribution each and every one of us plays in delivering for GMCA and the people of Greater Manchester. Those commitments have been made, responding to your feelings and experiences, to ensure that not only are we delivering, but that you are all happy in your work and supported to thrive.

I am enthusiastic about all the ways we will continue working together in the coming year and beyond – collaborating with people and organisations in our city region and beyond, empowering our people and our partners, delivering positive and innovative actions with purpose and, by doing so, making Greater Manchester a better place for all.

# Background & Introduction

The establishment of GMCA brought together a range of organisations and functions and with the election of the Greater Manchester Mayor in 2017, we started to form the organisation we are today. This included bringing together Greater Manchester Fire and Rescue Service (GMFRS) and our waste disposal authority responsibilities into a single entity.

Over the last six years GMCA has evolved and we've seen significant growth of the organisation, its role and remit.

In light of this, and in order to ensure the organisation was better equipped to deliver our priorities, thematic directorates and a Senior Leadership Team (SLT) were created in 2020. This brought greater clarity and focus to the organisation and enabled us to better serve the people of Greater Manchester.

Alongside this, an Extended Leadership Network (ELN) was created to extend leadership to all levels of the organisation, enhancing our organisation's work through greater diversity of input while providing work-based development opportunities for our people. ELN's role included development of GMCA's core values which underpin all that we do as an organisation and a number of working groups have also been established to help further develop our organisation. ELN will also play a key role in supporting delivery of our organisation's revised mission and working groups will change and evolve as the mission becomes embedded in our organisation.

We have achieved a huge amount since 2017 and our successes span all policy areas, with credits and accolades awarded to many of our teams, directorates, or partnerships. We have continually evolved and developed and continued to strive for greater outcomes and improvement, shaped not least by ongoing feedback from us all via our annual b-Heard surveys.

This is despite significant challenges including the Manchester Arena attack, the Covid pandemic, national political uncertainty and the current cost of living crisis.

The pandemic impacted on all parts of the organisation, with GMCA enabling the collaborative approach adopted across the city region and ensuring we continued to deliver for the residents and businesses of Greater Manchester. We've come out the other side stronger, more focused and able to continue to convene and lead the GM system around our shared priorities.

We've also learned a lot over the last few years and have changed as an organisation. We have placed a real focus on engaging more effectively with our people through our annual b-Heard surveys. We want to ensure that all of our workforce are sighted on organisational developments and changes, and through regular engagement help to inform further developments in GMCA, responsive to the issues which are most important to the people who live and work here.

Our People Strategy is a key part of our commitment to this change and sets out our approach to how we manage and develop our most important asset, our people, and

achieve a vision of being 'a greater place to work'. Alongside this, our Talent Management Strategy will demonstrate our commitment to developing and retaining our people and will also set out succession planning activity.

The recent LGA Corporate Peer Challenge was an opportunity to reflect on the last few years and our future plans and ambitions. The reviewers' recommendations have been used to help shape and inform the future of our organisation and this Business Plan.

We will continue to evolve as an organisation. To fully capture how we changed since 2017, and the positivity and purpose highlighted during the peer challenge process, we have developed a new mission statement and refreshed our organisation's values through engagement with our people. These are now more reflective of our ambitions as an organisation and as an employer. They also better reflect the sense of passion, pride and purpose felt by our workforce, better define what we are working together to achieve and how we go about doing this, and epitomise how we wish to be perceived across GM and beyond.

We've seen our people, and our reputation, go from strength to strength. This Business Plan, and the revised mission and values at the heart of it, mark the start of the next stage of our journey.

Our Business Plan sets out what we are aiming to deliver for the people and places of Greater Manchester over the next 12 months. It is the culmination of a period of activity and engagement, in which we have reflected on the type of organisation we are and want to be, why we're proud to work here and the role we play in delivering Greater Manchester's shared vision of good lives for all in a fairer, greener, more prosperous city region.

## People Engagement & Feedback

### Team engagement

As part of our desire to engage our people in the development of the Business Plan and a refreshed mission for the organisation, we asked each directorate to reflect on the organisation's journey over the last five years, consider where we are now, and articulate where we want to go.

Aligning with the findings of the annual b-Heard survey, a key message that has come through strongly from this engagement is the sense of **positivity, pride and achievement** our people feel in working here. There is a clear appreciation of GMCA's role in delivering real and positive change for the people of GM. People feel genuinely privileged to be a part of an organisation that is leading the way, striving to make a difference and creating a successful city region working towards equality of opportunity for everyone. **Our people reported feeling proud, valued, empowered and engaged, and recognise the significant impact of our organisation.**

The LGA Corporate Peer Challenge process further highlighted that sense of purpose and commitment from our people. There was particular praise for our ability

to work in partnership both with central Government and a wide range of organisations. The engagement work undertaken has also shown how our people value the respect we have gained at a national level for our innovative and ambitious work, including driving the agenda on devolution in the UK.

As an organisation we want to ensure our workplaces are supportive, happy environments where every individual can thrive. The feedback received has been overwhelmingly positive about the **working culture**, the supportive nature of the organisation, the commitment from those who work here and the real sense of purpose felt by colleagues that they are working towards a combined good and making a real difference for the people of Greater Manchester.

But we do not rest on our laurels, we want to make sure GMCA continues to evolve and develop and have also been listening to our people to understand where improvements could be made.

There was a desire to be **more confident in our achievements, fully share who we are, what we do, and celebrate our successes**, internally and externally, in order to further build GMCA's positive profile. The need for better collaboration across teams and directorates was also cited, as the visibility and exposure to other work areas is sometimes limited, particularly with hybrid working arrangements. Offering internal secondments to staff is one way that the organisation will seek to develop this cross team working. Improved collaboration will in turn aid the sharing of skills, knowledge and expertise across teams.

Ensuring our **infrastructure, corporate systems and processes are fit for purpose** was also considered something that we need to address. The actions set out in this Plan, along with the work undertaken to refresh the mission and the commitment to ongoing engagement with our people have been put in place to drive improvements in these areas, and will continue to develop throughout this year and beyond.

In addition, the need to create **clearer career pathways and more training and development opportunities** was cited - something that has also come through strongly in the b-Heard survey. The learning and development offer has been significantly expanded over the last few years and the new Learning & Development Strategy will play a key role in ensuring we continue to enhance our offer for those who work here. We will continue to further develop this offer to ensure we are being responsive to the development needs of our people, including a commitment to the ongoing development of the Senior Leadership Team responsive to organisational need.

Through our new People Strategy, and other mechanisms, we want to ensure all our workforce is engaged in their work, enabled to deliver, supported and encouraged to innovate, and each person plays their role as the whole organisation aspires to push on.

The feedback has also highlighted the need for our organisation to **do more in terms of giving back** and social value. Through this Business Plan we are making organisational commitments to deliver against this and supported through our developing Employer Supported Volunteering Scheme.

We continue to strive to ensure our **workforce is more reflective of the communities we serve**. Again, the feedback from our people and through conversations with the LGA peer reviewers, work with the Equality and Human Rights Commission, and ongoing engagement with the GM Equality Panels, we have an increased focus and further our commitment to workforce diversification and wider representation. Some good progress has been made, but we know more can be done.

We recognise that **people's experience of GMCA may be different across different teams** or directorates. Whilst it is evident that the vast majority of our people are very happy working here, some individuals highlighted challenges they face and this is something that we need to respond to. Our hope is that all of our people should feel valued and be clear about the positive contribution they are making to the overall goals of the organisation. We will continue to monitor this through ongoing people engagement and the annual b-Heard and regular pulse check surveys, ensuring effective and timely responsive actions are put in place where necessary.

## **Refreshing our mission**

As we move into the new phase of our organisation's evolution, we want to ensure our mission statement is fit for purpose and truly captures the energy, enthusiasm, commitment and passion which is so apparent in the work we do.

To do this, we asked our people how they feel about working here and the words they would use to describe our organisation. Some common themes emerged and this feedback was used to develop the building blocks for our new mission, tested with teams and developed with further input from across the organisation.

Our refreshed mission is:

### **Making Greater Manchester a better place for all**

The refreshed mission is more reflective of our ambitions as an organisation and an employer. It is also firmly created by our people, merging the key concepts frequently raised during team-level discussions and which most people said they felt affinity to during our subsequent consultation.

As part of our work to refresh the mission, we also refined our organisational values to provide clearer, simpler supporting statements that better reflect what we do. These are set out in the Business Model section below.

## **LGA Corporate Peer Challenge**

This Business Plan has also been shaped and informed by our corporate peer challenge, undertaken during autumn 2022. GMCA was the country's first combined authority to go through the Local Government Association (LGA) corporate peer challenge process, which provides a robust and effective tool for ensuring local

government organisations harness opportunities and drive improvements that ensure they deliver the best for their communities.

As part of the peer challenge process, GMCA prepared a self-assessment, which set out in detail our priorities as an organisation, our ambitions for the future and used case studies to highlight some of our key successes. The peer challenge process provided for a moment of pause and reflection in the organisation. Through this process we have been able to see how far we have collectively travelled in five years since our establishment.

During the three day visit, the LGA peer review team – made up of senior leaders from public sector and other partners from UK and Europe – spoke to a wide range of senior representatives from our local authorities, the public sector, business and voluntary / community partners. They found a resounding sense of positivity and enthusiasm for the work we do and plan to do in the future.

The LGA produced a feedback report, which recognises the many strengths of GMCA, and by extension Greater Manchester as a whole. This included in particular our political / partnership arrangements and ways of working, concluding that “GMCA and its constituent member councils are the undisputed pioneers of English devolution”.

The report’s recommendations focus on those areas where the reviewers felt there is opportunity for development, potential for additional activity, or where collectively GM could do something different or further than currently. They also highlight some significant risks and future funding challenges for GMCA. Given the current economic situation, a key area of focus for these recommendations is ensuring that GMCA can add most value and work as efficiently as possible to help overcome the significant resourcing challenges being faced by districts, communities, partners and in other combined authorities.

The reviewers made 15 core recommendations, with our responsive actions developed into an action plan. The findings, recommendations and insight gained from the peer challenge process have been embedded in GMCA core business and the activities in the action plan have been incorporated into this Business Plan (and supporting Directorate Plans), with a progress review with the LGA after six months.



## Building on our successes

Across the breadth of activities we deliver there are many measures of success. Over the last year we have achieved a huge amount and each and every success should be acknowledged and celebrated.

Recognition of our people's successes and behaviours is an important part of our organisation's culture. We will continue to celebrate the contributions of individuals and teams through our regular Star Awards, and will ensure achievements are communicated and visible across the organisation. We also commit to being a learning organisation, where successful approaches and models of delivery or ways of working are embedded in our 'business as usual' practices, supporting further, collective improvement.

The peer challenge self-assessment provided opportunity to reflect on some of the things we have achieved in the last five years. Below are a few of the headline achievements delivered by our teams in the last year:

- Securing a trailblazing new devolution deal for Greater Manchester with major new powers and responsibilities over adult skills and education, transport, employment, housing and regeneration and a single long-term budget for Greater Manchester (from 2025), which will allow us to take more of our own funding decisions to better support our city region's priorities.
- Being the first combined authority in the country to have gone through the Local Government Association (LGA) corporate peer challenge - a robust and effective tool for ensuring we harness opportunities and drive improvements that will ensure we are delivering the best for our communities.

Hosting the flagship Convention of the North event in Manchester, bringing together business, political and civic leaders

Securing sustainable improvements in service delivery by Greater Manchester Police and Greater Manchester Fire & Rescue Service, as acknowledged and reported by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services and Ofsted.

Implementing Homelessness Prevention Strategy to prevent homelessness wherever and whenever it may be a risk

Further developing the Bee Network, GM's Active Travel network, delivered via the Active Travel Commissioner's refreshed mission

Refreshing the evidence base for the GM Independent Prosperity Review to guide the upcoming update of the GM Local Industrial Strategy

Continuing investment in building and housing loan funds – delivering new homes across GM and focusing on net zero development and brownfield sites

Continuing delivery of Adult Education Budget programme – supporting GM learners to get the skills they need to succeed and GM's economy requires

Achieving above our target in the number of people supported into work under the Working Well Programme

Hosting an annual Green Summit to inform the refreshing of the 5 year Environment Plan

Securing and delivering £72m to decarbonise 24 public sector buildings and 1,286 social homes with an additional 5,400 for 2023/24, continuing successful delivery from previous years.

Developing a pilot Local Nature Recovery which will be converted into a statutory plan after receiving further funding, regulations and guidance from DEFRA  
Refreshing the GM Digital Blueprint – ensuring the digital needs of GM’s people and places now and in the future

Establishing the largest waste reuse hub in the UK. This has diverted over 100,000 items from disposal for reuse, created 20 green jobs and raised over £750k for community projects and the Mayors Charity

Delivering a medium term financial strategy & improved financial accountability  
Delivering a new Scrutiny Function now used as a template for the trailblazer devolution accountability framework

Delivering legal advice to enable Bus Franchising

Developing a GM Information Strategy to help to tackle our most serious challenges and support Greater Manchester's wider ambitions

Providing a highly effective year-round communications and engagement service, including the provision of impactful campaign, media and insight activities which have won multiple awards and been highly commended nationally.

## The year ahead and beyond

Last year we developed a three-year [Corporate Plan](#) which sets out in high level terms how our organisation operates and our areas of focus. This supporting Business Plan sets out our priorities and activity for the year ahead, across all directorates and is clear about how our work as individuals and teams will achieve this.

We want to see our people and our reputation continue to go from strength to strength. This Business Plan lays the foundations for us to do that.

Listening and engaging with our teams has provided opportunity for us to develop our ways of working and how we collectively deliver. Some key developments our people will see and feel are:

- Increasing commitment to ongoing engagement with our people

- Furthering our learning and development offer and take-up

- Ensuring our people are supported and enabled through the People Strategy; including launching a new corporate induction programme, supporting skills development, and enhancing our approaches to equality, diversity & inclusion

- Further developing the cross-organisation approaches adopted through Extended Leadership Network working groups, including a greater commitment to informal movements and flexibility in delivery to accommodate this

- Developing a leadership and management programme

- Developing networks, forums and as appropriate case studies and good practice guides to embed learning and ‘what works’ into our business as usual

- Committing as an organisation to further opportunities to ‘give back’, through the Employer Supported Volunteering Scheme and structured support and opportunities to work across sectors, notably by providing expertise and capacity to VCSE partners and beyond

Supporting workforce diversification and ensuring all people have equal access to GMCA opportunities and progress within the organisation, through focused activities

Exploring opportunities for further collaboration with GM partners and beyond, by developing new activities while recognising the financial challenges we face

Equipping our organisation to respond to fiscal devolution as we implement the trailblazer devolution deal and prepare to deliver a raft of new responsibilities

# Business Model

Our business model will enable us to deliver our refreshed mission:

**Making Greater Manchester a better place for all**



## Drawing on our values:

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

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

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

## To enable achievement of our organisational objectives:

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

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

## Directorate key priorities for 23/24

The Directorate Plans detail activity to be delivered in 2023/24. Below are some of the key priorities for each directorate, highlighting activities which impact across the whole organisation.

Development of the existing corporate performance management framework is underway, with the full process to be documented in coming weeks and responsive to the recommendations made by GMCA Audit Committee. The performance framework will ensure the correct accountabilities, oversight and effective management of progress are in place across the organisation. The performance framework takes account of the various levels of reporting, and the alignment of GMCA corporate monitoring with established governance and portfolio monitoring arrangements in place.

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

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

Directorate	Key Priorities
<b>Communications and engagement</b>	Review, redevelop and engage internally and externally on a refreshed GMCA Communications and Engagement Strategy, built around Greater Manchester Strategy commitments, the organisation's new mission and business plan, and recommendations in the LGA Corporate Peer Challenge review
	Continue to refine and deliver detailed annual plans for each GMCA portfolio area, including GMFRS and GMCA corporately, with quarterly impact reports for all areas
	Review GMCA internal communications plan, ensuring plans, channels and activity maximise the sense of corporate ownership, taking account of b-Heard results, LGA Review findings and new mission and business plan
	Develop, agree and implement a GMCA stakeholder engagement plan, agreeing objectives, reviewing current and introducing new channels to maximise GMCA's position and reputation with stakeholders
	Maintain momentum on the successful team development work, to continue to improve b-Heard results and maintain position as a multi award winning function delivering for clients
<b>Core Investment</b>	Commit a minimum of £10m PA to GM businesses and commercial property developments

	Commit Housing Investment Fund and deploy up to the maximum capacity of £180m – continued investment and management
	Continued support and work with the Delivery team on Brownfield and Evergreen (revenue) investment
<b>Digital Services (Digital Directorate)</b>	Improving Digital Inclusion across Greater Manchester, through a combination of Skills, Motivate, Access and Affordability initiatives that help under 25s, disabled people and over 75s get online.
	Work with professional and communities in localities to enable digitally enabled service reform, extending Early Years digitisation and supporting Homelessness, Victim's Services, Supported Families, Missing Adults and other reform priorities.
	Tacking the digital skills shortfall by working with industry and academia to support a prosperous and resilient economy in Greater Manchester.
	Delivery of GM One Network, extending the number of partners using the service, and leveraging further opportunities provided by the GM Full Fibre Network and GM One.
	Driving the growth of the GM Digital economy, working with our digital ecosystem partners
<b>Digital Services (Corporate Digital)</b>	Ensuring the availability and integrity of GMCA technology and data capabilities, enabling everyone to work effectively.
	Replacement of the GMCA datacentre platforms (storage, compute, hypervisor) at the Primary and Secondary datacentre locations before they become 'end of life'.
	Completing 25 project that migrate the GMCA/GMFRS from end of life systems, notably Sharepoint 2013 and Windows 12. These include the likes of the Corporate Document Centre (CDC).
	Supporting the ambitions of GMFRS to ensure that the organisation has suitable and effective Fire Control capabilities.
	Work with other Directorates and GMFRS to mature and enhance GMCA's Data Analytics systems, leveraging GM Digital work on the GM Data Mesh.
<b>Economy</b>	Manage key contracts delivered by the GM Growth Company, Business Growth Hub and Universities and embed the priorities of the GM Local Industrial Strategy across directorates, districts and partner organisations
	Local Industrial Strategy Budget management and project delivery. Delivery of UK Shared Prosperity Fund Investment Priority Area – Supporting Local Business, as well as Contract management of retained business rates business support programmes
	Drive collective activity focused on economic issues, bringing together local authorities, government and other partners through a variety of forums and structures

	Embedding and implementing the Priorities of the GM Local Industrial Strategy, Innovation GM and the GM Innovation plan across the GM policy landscape and beyond via our networks and partnerships
<b>Education, Work &amp; Skills</b>	Support the implementation of a GM Integrated Technical Education City Region; working with Employment & Skills Advisory Partnership, Local Authorities, employers and providers to establish a shared vision and co-designed strategic plan that responds to Local Skills Improvement Plans, provides a line of sight to technical skills pathways, and connects residents to jobs
	To continue to commission, deliver & exercise devolved functions alongside locally funded and developed activity
	Prepare for the implementation of the trailblazer devolution deal that will impact on the directorate, such as moving to mobilisation and implementation of activity
	Develop and complete the commissioning cycle framework - including an integrated monitoring, and performance and evaluation framework
<b>Environment</b>	Support the realisation of the Retrofit Task Force across its 3 workstreams namely Direct Delivery, Skills and Finance
	Agree scope and project plan for Local Nature Recovery Strategy
	Deliver behavioural insights work to support sustainable lifestyles
	Begin drafting the next Five Year Environment Plan
	Undertake a strategic outline business case for low carbon investments, including heat network development and heat zoning
<b>Finance, Commercial &amp; Audit</b>	Development of the medium-term financial strategy and budget for all GMCA functions
	Development of a more integrated finance function for the whole of GMCA to maximise the effectiveness and efficiency of the organisation.
	Deliver risk based internal audit plan, providing assurance over governance, risk management and internal control arrangements
	Collaborate with District procurement teams to deliver activity against the common principles set out in Driving Social Value in Greater Manchester Public Procurement.
<b>Legal, Governance, IG &amp; Business Support</b>	Bus Reform – to provide legal advice to the GMCA & Mayor in relation to delivering Bus Reform within the legislative process working with TfGM
	Supporting an independent annual evaluation of the GMCA Scrutiny function, following the implementation of the Independent Review's recommendations
	Ensuring robust accountability in support of the trailblazer devolution deal through an effective audit function and a strong scrutiny framework

	Actively exploring and developing opportunities to work across the GM family of organisations – for example, opportunities for integration of teams with TfGM.
	Securing resourcing, establishing appropriate governance mechanisms and undertaking planning/activity to fulfil the CARO's responsibilities for the delivery of the May 2024 Mayoral Election
	Development and oversight of delivery of comprehensive change programme for GMCA, TfGM and GMFRS linked to the GM Information Strategy.
<b>People Services</b>	Embed and deliver the CA Leadership Development Framework including self-assessment and link with PRA
	Design, Implement & deliver an organisation wide Talent Management strategy that includes succession planning activity
	Development of CA Equality Strategy & Action Plan
	Procure a new Applicant Tracking system
<b>Place</b>	Completion of Examination in Public and adoption of Places for Everyone
	Delivery of the GMFRS Capital Programme and Refurbishment programme
	Through the Truly Affordable Net Zero Task Force (TANZ), build a programme of collaborative, cross-sector work to transform our ability to deliver net zero homes, and thus unlock the delivery of 30,000 TANZ homes by 2038
	Deliver a programme of activity to support the development of GM's six Growth Locations
	Develop, adopt, and implement a new GM Culture Strategy
<b>Police, Crime &amp; Fire</b>	Develop a plan to improve our scrutiny in high-risk areas for GMP for example, disproportionality, vetting and misconduct, investigations and custody
	Refresh the GM Serious Violence Plan including consideration of the new serious violence duty and new joint strategic needs assessment
	Whole system delivery of the GM Gender Based Violence Strategy including an approach to no recourse for public funds, further development of housing support and a GM perpetrators framework
	New Victim Services Strategy Board including multi-crime Victim Service commissioning; Victims Code Of Practice Reporting; Digital Programme and Sexual Violence Harm Reduction
<b>Reform</b>	Continue to understand and respond to the impact of increases in the cost of living, particularly on the health and well-being of residents, through value-added GM activities.
	Produce and seek system-wide engagement on a 'plan on a page' approach to our Public Service Reform strategic



	<p>priorities and themes for action, for delivery in 2023 and beyond.</p> <p>Support the ambitions of the GM Looked After Children Sufficiency Strategy including supply of new children's homes and workforce requirements.</p> <p>Ensure a continued year-on-year reduction in rough sleeping, including through the use of capital programmes to provide more affordable housing (specifically to reduce temporary accommodation in GM).</p> <p>Launch an updated Greater Manchester Age-friendly strategy and action plan</p>
<b>Research</b>	<p>Greater Manchester Strategy Performance Monitoring – reporting progress against GMS ambitions, including the implications of spatial and demographic variation across the city region.</p> <p>Regular reporting and analysis of key national datasets most prominently the latest Census outputs</p> <p>Co-lead of the Greater Manchester Residents' Survey providing regular insight on residents' experiences and attitudes.</p> <p>Developing our qualitative research and programme evaluation offer, to support the needs of the organisation including leading the evaluation for the UK Shared Prosperity Fund.</p> <p>Data Analytics Platform for Research Team to provide secure access to data for GMCA and wider partners and enhance our visualisation, spatial and analytical capabilities.</p>
<b>Strategy</b>	<p>Ensure effective systemwide delivery of GMS, with production of regular progress reports, including inputs from Local Authorities and other partners</p> <p>Prepare to implement our ambitious Trailblazer Devolution Deal with Government and take actions to support GM system and GMCA to enable the system to deliver</p>
<b>Waste</b>	<p>Review the implications of the National Resources and Waste Strategy on the contracts for service delivery and finance</p> <p>Decision on extension of contract or procurement for services post 2026</p> <p>Continue the development of the Reliance Street site to upgrade the household waste recycling centre and Transfer Loading Station</p> <p>Complete process to return 2 former landfill sites to Manchester City Council</p>

# Finances for 2023/24 & Risk Management

The overall GMCA budgets are made up of a variety of both historic budgets and new budgets relating to the functions provided by the Mayor and the GMCA as a whole. The various orders under which these functions are provided, determine how revenue budgets are funded such that:

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

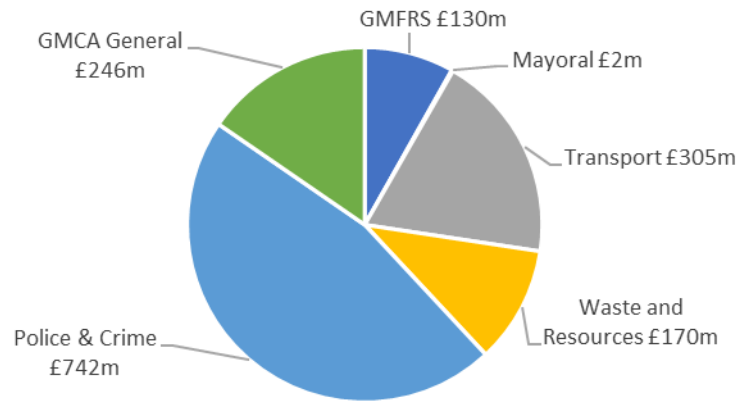
**GMCA Transport Revenue Budget** – Funded from a contribution from the mayoral budget for statutory mayoral functions including Bus services and from a levy on GM local authorities for non-mayoral functions in relation to public transport and a contribution to Metrolink financing costs. The budget also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

**GMCA General Revenue Budget** – This includes corporate, devolved and programme funded activities of the Combined Authority. The budget is made up of a number of specific government grants, including the Adult Education Budget, retained business rates, GM local authority contributions, earmarked reserves, internal recharges to other GMCA budgets and external income.

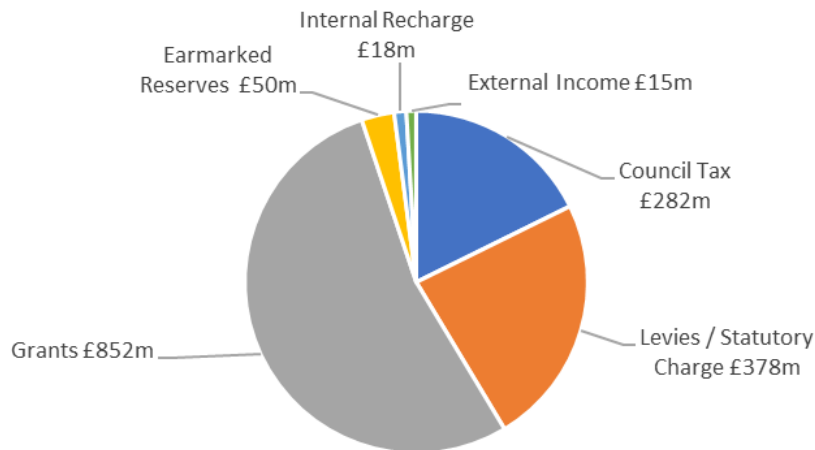
**Greater Manchester Waste and Resources** – This is funded from a levy to the nine GM local authorities (excluding Wigan) that participate in the GM waste service with contributions on the basis of an agreed funding mechanism.

In February 2023 the GMCA approved the 2023/24 revenue budget totalling £1.595 billion and three-year 2023-2026 capital programme of £1.589 billion. The first diagram below shows the 2023/24 revenue budget for each GMCA function and the second diagram shows the funding sources for the overall budget.

**Overall GMCA Annual Revenue Budget 2023/24**  
**£1.595 billion**



**Overall GMCA Funding 2023/24**  
**£1.595 billion**

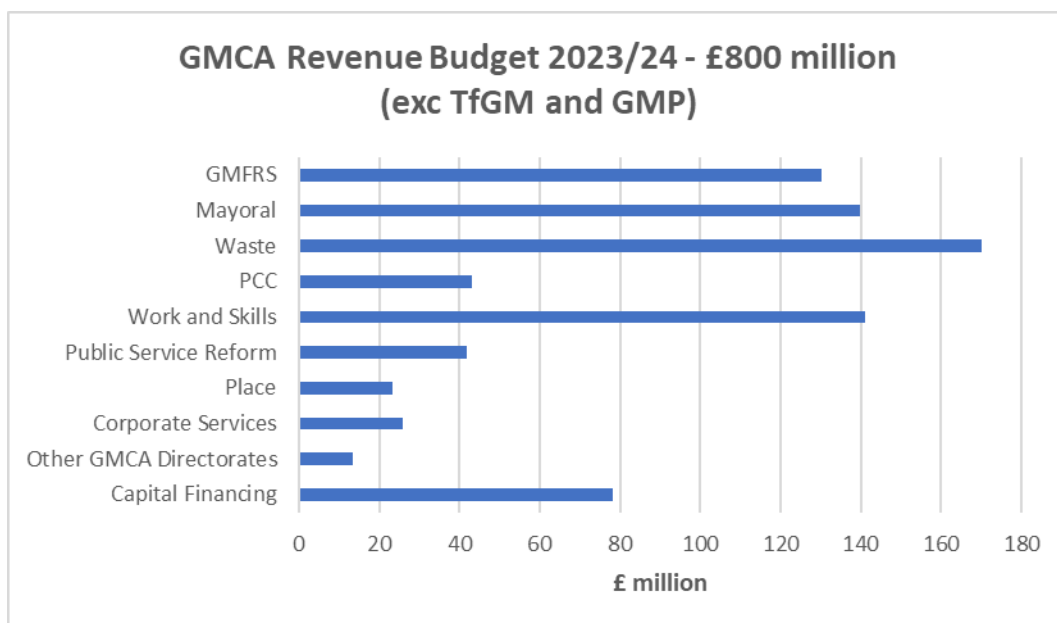


The majority of funding the GMCA receives is from government core grants, levies and transport statutory charge to GM local authorities and council tax (precept) largely ringfenced for the delivery of Police and Crime, Fire and Rescue and Transport functions.

The Authority also receives specific government grant funding to deliver key programmes of work, supported by funding from retained business rates growth, reserves and external income. The confirmation of government funding varies considerably depending upon the nature of the grant. Some programmes have confirmed or indicative funding over the current Spending Review period and others operate with short term grant funding confirmed on an annual basis. As such medium term financial planning for GMCA programmes is restricted to the information available at the time of setting the budget for the following year and will be updated throughout the financial year as part of the quarterly financial update reports.

GMCA Corporate Services including Finance, Audit, Procurement, Digital Services, People Services, Legal, Governance, Information Governance, Strategy, Research and Communications and Engagement, do not receive any core funding. For 2023/24 a new overhead recharge approach will be implemented to ensure that the cost of corporate functions is allocated in full and consistently applied across all activities of the organisation. This new approach has been reflected in the budget for 2023/24 and has enabled the development of three-year medium term financial plan (MTFP) up to 2025/26 for Corporate Services.

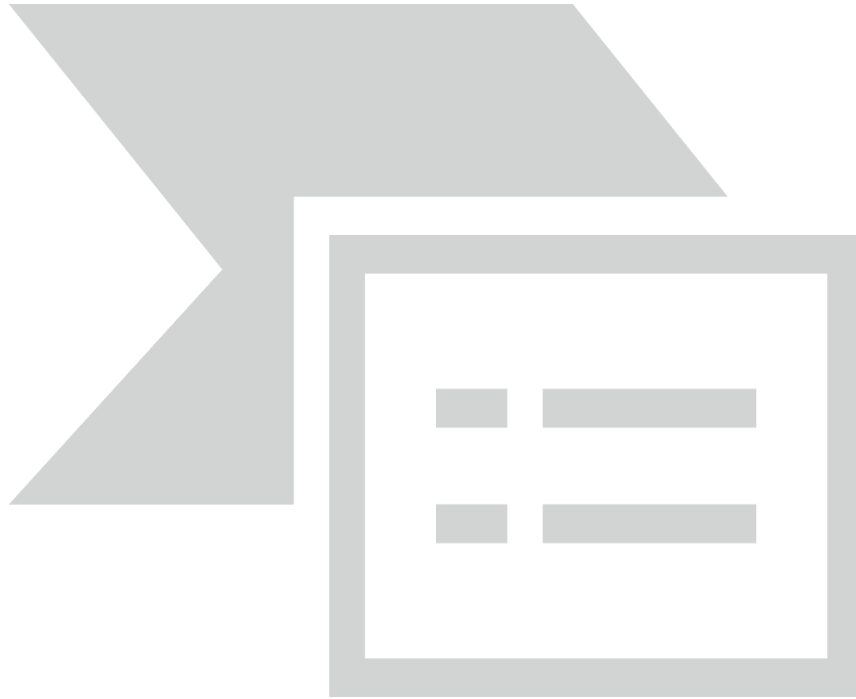
The chart below shows the 2023/24 revenue budget of £800m for the areas covered in this business plan, which excludes Transport for Greater Manchester (TfGM) and Greater Manchester Police (GMP):



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

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

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



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

Last year we undertook an exercise to review our strategic risks and align them with the four Corporate Objectives, which helps to bring the risk register to life by showing how these risks may have a direct impact on what we want to achieve. These are captured in the corporate risk register.

As well as strategic risks, we also monitor key cross-organisational risks (for example risks relating to people or information security risks) and also high scoring risks that come up through directorates.

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

# Directorate Delivery Plans

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

Communications and Engagement

Core Investment

Digital Services

Economy

Education, Work & Skills

Environment

Finance, Audit and Commercial

Legal, Governance, Information Governance and Business Support

People Services

Place

Police, Crime and Fire

Reform

Research

Strategy

Waste

## Directorate: Communications and Engagement

### Brief Overview of Directorate

As a single enabling service, GMCA's communications and engagement team provides specialist expertise and support to Greater Manchester Combined Authority, Greater Manchester Fire and Rescue Service, Recycle 4 Greater Manchester, the Mayor of Greater Manchester and the Greater Manchester city region.

Our overall aim – as will be set out in our refreshed Communications and Engagement Strategy, being finalised during 2023 – is to build people's trust and confidence in our organisation, empowering them to contribute to and benefit from Greater Manchester's ambitions and priorities.

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

1. Our organisation – delivering for each of GMCA's 12 portfolio areas through a 'client management model' providing a dedicated team multi-function team to each area. We develop evidence-based communications and engagement plans grounded in each area's strategic objectives, and quarterly evaluation reports set out key impacts and learnings.
2. Our system – leading or coordinating single Greater Manchester-wide, partnership approaches for key activity at a city region-level when doing so will benefit all districts, meet shared priorities, build the profile of the city region as a whole or is otherwise appropriate, efficient and effective.
3. Our communities – delivering insight-driven tailored and targeted Greater Manchester-level activities which effectively and efficiently boost residents' capabilities, opportunities, motivations to benefit from the public services and collective activity for which GMCA is responsible
4. Our team – continuously building our knowledge and skills and developing and refining how we function as a single GMCA team and an 'engine room' for coordinated Greater Manchester communications and engagement. We readily respond to emerging evidence, insight and evaluation and refocus around any shifts in organisation, city region or portfolio priorities.

Our team is designed around the following key functions to deliver this strategy:

- Strategy – development of the strategies, narrative and brand; building alliances and networks across all parts of Greater Manchester, as well as regionally and nationally, to support delivery
- A pro-active and reactive function to local, regional, and national media
- Stakeholder communications and engagement – both internal & external
- Guidance, support and delivery of engagement and consultation
- Digital engagement, for example management of social media accounts and websites for the relevant elements of GMCA
- Insight and evaluation to support all activity
- Behaviour change campaigns
- Event management
- Out-of-hours emergency fire and Mayoral communications cover including major city region incidents

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
Review, redevelop and engage internally and externally on a refreshed GMCA Communications and Engagement Strategy, built around Greater Manchester Strategy commitments, the organisation's new mission and business plan and recommendations in the LGA Corporate Peer Challenge review	Feedback / approval of draft strategy	X	X	X	X
Continue to refine and deliver detailed annual plans for each GMCA portfolio area, including GMFRS and GMCA corporately, with quarterly impact reports for all areas	Clear plans of activities / milestones for medium- and longer-term activity which requires communications and engagement support in each portfolio area  Additional resourcing for business partner roles where demands are beyond what can be provided for through business as usual	X	X	X	X



<p>Review GMCA internal communications plan, ensuring plans, channels and activity maximise the sense of corporate ownership, taking account of b-Heard results, LGA Review findings and new mission and business plan</p>	<p>Digital – development and roll-out of new Intranet</p> <p>People services – b-Heard staff survey responses</p> <p>Extended Leadership Network – action plans on priority areas</p> <p>Contribute to review of aims and existing activities</p> <p>Feedback / approval of draft strategy</p>			<p><b>X</b></p>	<p><b>X</b></p>
<p>Develop, agree and implement a GMCA stakeholder engagement plan, agreeing objectives, reviewing current and introducing new channels to maximise GMCA’s position and reputation with stakeholders</p>	<p>Finance / Governance – Retained Business Rates approval for funding of proposed insight and evaluation hub</p> <p>Strategy &amp; Policy – continued collaboration on GM residents’ surveys</p> <p>Contribute to review of aims and existing activities</p> <p>Feedback / approval of draft strategy</p>	<p><b>X</b></p>	<p><b>X</b></p>	<p><b>X</b></p>	<p><b>X</b></p>
<p>Maintain momentum on the successful team development work, to continue to improve b-Heard results and maintain position as a multi award winning function delivering for clients</p>	<p>People services – aligned to People Strategy and Learning and Development Strategy outcomes</p>	<p><b>X</b></p>	<p><b>X</b></p>	<p><b>X</b></p>	<p><b>X</b></p>

<b>Corporate Calendar</b>				
For your key activities highlighted above please include quarterly delivery milestones.				
	<b>Milestones</b>			
<b>Directorates key activities / deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Review, redevelop and engage internally and externally on a refreshed GMCA Communications and Engagement Strategy, built around Greater Manchester Strategy commitments, the organisation's new mission and business plan and recommendations in the LGA Corporate Peer Challenge review</b>				
Refreshed strategy drafted for consultation / sign off		X		
Refreshed strategy finalised			X	
<b>Continue to refine and deliver detailed annual plans for each GMCA portfolio area, including GMFRS and GMCA corporately, with quarterly impact reports for all areas</b>				
Initial 2023/24 plans and resourcing finalised for each portfolio area	X			
Ongoing delivery of key activities / milestones across each portfolio	X	X	X	X
<b>Review GMCA internal communications plan, ensuring plans, channels and activity maximise the sense of corporate ownership, taking account of b-Heard results, LGA Review findings and new mission and business plan</b>				
Embedding of new organisational mission following March 2023 launch	X			
Launch of 2023/24 Business Plan	X			
Appointment of provider for new Intranet (full delivery timescale to be agreed once appointed)	X			
b-Heard 2023 staff survey	X			
Full internal communications plan drafted for sign off			X	
Full internal communications plan finalised				X
Engagement for development of 2024/25 Business Plan				X
b-Heard 2024 staff survey				X
Ongoing internal communications activities tied to GMCA corporate objectives and key activities / milestones across each portfolio	X	X	X	X
<b>Develop, agree and implement a GMCA stakeholder engagement plan, agreeing objectives, reviewing current and introducing new</b>				

<b>channels to maximise GMCA's position and reputation with stakeholders</b>				
Greater Manchester partners' insight and evaluation hub funding decision (full timescales to be developed subject to funding decision)	X			
Finalisation of updated Greater Manchester brand framework and narrative		X		
Full stakeholder communications plan drafted for sign off		X		
Full stakeholder communications plan finalised			X	
Refreshed Greater Manchester engagement toolkit finalised			X	
Ongoing bi-monthly Greater Manchester residents' surveys (in collaboration with Policy and Strategy directorate)	X	X	X	X
Ongoing facilitation of Greater Manchester heads of communications and engagement leads networks, and supplementary forums	X	X	X	X
Ongoing stakeholder communications activities tied to GMCA corporate objectives and key activities / milestones across each portfolio	X	X	X	X
<b>Maintain momentum on the successful team development work, to continue to improve b-Heard results and maintain position as a multi award winning function delivering for clients</b>				
All team personal reflective appraisals complete	X		X	
Team awaydays		X		X
Ongoing learning and development, aligned to People Strategy, Learning and Development Strategy, b-Heard survey outcomes and sector developments	X	X	X	X

## Directorate: Core Investment Team

### Brief Overview of Directorate

The Core Investment Team has over £500m of funds under management across commercial property, residential property and business. These funds support the building of homes, regeneration and job creation in the Greater Manchester (GM) area. The approach to investment taken in GM is unique and illustrates what can be achieved where there is medium term flexibility in the deployment of funding. Alongside the management of the funds the team provide commercial finance support to projects of financial or political significance. The team service is made up of c17 people and is self-funded.

The main functions performed by the unit are:

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

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

The Income has enabled the establishment of a self-funded Investment and Delivery Team. The Delivery Team works with Local Authorities to bring forward some of GM's most challenging opportunities for housing growth and has secured over £135m of additional government funding to do so.

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

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

### Directorate delivery:

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

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

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

Investment:

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

External engagement

- Promote the funds through press releases, the GMCA website, attending relevant business events and conferences
- Maintain close relationships with other GM Local Authorities, partners and stakeholders through regular meetings and supporting them with their investment priorities
- Continued support and work with the Delivery team on Brownfield and Evergreen (revenue) investment
- Continued support and work with the Place Directorate around the Growth locations work and innovation programme
- Continued support and work with the Environment Directorate to drive innovation through green finance solutions.
- Continued support and work with the Public Service Reform team to build an investable business case for GM Care.
  
- **Organisational Objective 3:** Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues.
  
- Continue to provide support to Local Authorities on key strategic projects

<ul style="list-style-type: none"> <li>Continue to manage the social investment funds within the team, supporting organisations and the community to tackle inequalities.</li> <li> <ul style="list-style-type: none"> <li><b>Organisational Objective 4:</b> Ensure Greater Manchester is speaking with one voice – developing, leading &amp; implementing our evidence-based strategies, building our networks and partnerships, and influencing policy</li> </ul> </li> </ul>					
<b>Directorate activities / deliverables</b>	<b>Asks / Dependencies on other Directorates</b>	<b>OBJ 1</b>	<b>OBJ 2</b>	<b>OBJ 3</b>	<b>OBJ 4</b>
<b>Commit a minimum of £10m PA to GM businesses and commercial property developments</b>	Commercial – to support income/expenditure		X	X	
<b>Commit Housing Investment Fund and deploy up to the maximum capacity of £180m – continued investment and management</b>	Commercial – to support income/expenditure		X	X	
Promote the funds through press releases, the GMCA website, attending relevant business events and conferences	Comms/media		X		
Social investment – continued investment and management	Commercial		X	X	
Continued work to support the development of Green Finance Initiatives and the road to Net Zero	Place, Environment Team				
<b>Continued support and work with the Delivery team on Brownfield and Evergreen (revenue) investment</b>	Place Directorate			X	
Continue to support and work with the Public Sector Reform team and Children’s Services colleagues in LA’s on the GM Care project.	<b>PSR Directorate</b>			X	
<b>Corporate Calendar</b>					
For your key activities highlighted above please include quarterly delivery milestones.					
<b>Milestones</b>					
<b>Directorates key activities / deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
Promote the funds through regular press releases, the GMCA website, attending relevant business events and conferences	X	X	X	X	
Continue to bring forward investment proposals	X	X	X	X	
Successfully deploy the devolved Brownfield Grant Programme, unlocking previously disused and derelict housing sites.	X	X	X	X	

Ongoing management of funds	X	X	X	X
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### **Brief Overview of Directorate**

The Digital Directorate has two dimensions which deliver against different business planning goals. The first is GM Digital is a set of externally facing pan-GM digital initiatives aligned to the GMCA Digital Portfolio. The second is Corporate Digital Data and Technology Digital services for GMFRS and GMCA. The two dimensions of activity draw on shared technologies, skills and capacity of members of GMCA Digital Services but are funded separately through a mix of temporary and permanent budgets and some elements remain separately managed as a consequence. For the purposes of corporate business planning the portfolios of activity have been outlined separately against their differing business goals.

### **GM Digital is a cross-cutting strategically enabling portfolio that delivers against the GM Strategy Commitments against 5 priorities (from the refreshed GM Digital Blueprint, due to go to GMCA for approval in March 2023):**

1. **Empowering People and Communities:** We want to ensure that everyone in Greater Manchester, whatever their age, location or situation, can safely access and benefit from the opportunities digital brings if they want to.
2. **Building Responsive Data Driven Public Services:** We will apply exemplar digital ideas and practice to reform and renew public services, linking innovative business, academic and public sector thinking with the needs of Greater Manchester's people.
3. **Digitally Enabling a Resilient Prosperous Economy:** We will both enable all businesses to use technology better and support the creation and scaling of digital organisations for the benefit of the UK and the people of Greater Manchester.
4. **Creating Connected, Inclusive Sustainable Places:** We will build out our world class digital infrastructure, ethically using technology and data to create resilient, connected, accessible and sustainable places for everyone.
5. **Strengthening Our Position as a Global Digital Influencer:** For Greater Manchester to be further acknowledged as a global centre of digital innovation, research and practice.

### **Delivery against these priorities is enabled by:**

- Building digital skills and literacy for life, education, work and business
- Strengthening our Digital Talent Pipeline
- Extending our world class digital infrastructure, technology and data
- Harnessing academia, testbeds and research

The GM Digital Team activity responds to the locality needs, policy commitments and opportunities to collaborate, influence and innovate across the GM Digital eco-system.

Corporate Digital Services provides products and services to GMFRS and GMCA contributes to 5 areas of work:

1. **Business As Usual**
  - To provide transactional technical and operational services plus small developments necessary to enable GMFRS and GMCA teams and individuals to undertake their operational tasks and deliver services
2. **Digital Systems and Infrastructure Repair and Maintenance Programmes/Projects**
  - Necessary changes to systems and networks to ensure sustainability of high quality and efficient corporate digital services
3. **Cyber Security and Risk Management**



- To ensure that the organisations systems and networks have a high standard of security and robust business continuity and recovery technical processes

**4. Digital Procurement Quality Assurance**

- To ensure external systems and supplier contracts are entered into with the necessary technical, cyber and service compliance standards, budgeting and BAU planning (e.g. service desk support, back-ups).

**5. Digital Data and Technology Strategic Investments Programmes/Projects**

- To deliver a financial return on investment and/or enable corporate strategic goals or improved effectiveness of service.

The delivery of all activities in the Digital 2023-24 business plan will be subject to staff capacity constraints and dynamic on-going prioritisation in response to competing demands that cannot all be foreseen at this time. There is contingency within some of the programmes of work where the delivery can be reduced in order to release staff resource to other pieces of work and some initiatives may need to be put on hold or deprioritised for that financial year to accommodate the highest priority demands.

Directorate activities / deliverables	Asks / Dependencies on other Directorates	OBJ 1	OBJ 2	OBJ 3	OBJ 4
<b>GM Digital: Empowering People and Communities</b>					
<b>GM Digital Inclusion Taskforce-</b> Coordination of a collaboration of over 240 public sector, private sector and VCSE sector members to share information, resource and good practice and drive forward scaled delivery of initiatives to address digital exclusion.				X	X
<b>Digital Inclusion Action Network (DIAN)-</b> Led by the Mayor, Andy Burnham this membership meets on a monthly basis to drive direct action to deliver digital enablement across Greater Manchester. Target Groups- under 25, over 75 and disabled people.	Reform Work and Skills			X	X
<b>GM Digital Inclusion Locality Leads-</b> GM Digital Inclusion Locality Leads network and response, understanding needs and strengthening mechanisms for support				X	X
<b>GM Digital Inclusion Communications-</b> An ongoing communications campaign working in collaboration with organisations. Case studies, best practice, opportunities to support the agenda and local delivery, online safety etc.	Communications			X	X
<b>Research and data-</b> The continued iteration of the Digital Exclusion Risk Index, the use of surveys and research such as the Disabled People's	Research			X	X

Survey and community engagement with individuals and representatives of communities who are experiencing inequality of access to digital will inform design and targeting of services and social value offers.					
<b>Local Government, Central Government and cross-sector engagement-</b> Continued work to leverage the national profile of the GM Digital Inclusion Agenda to engage with government and localities to ensure consideration of inequality of digital access and affordability at a national level and the need for a digital curriculum in policy making.	Policy and Strategy			X	X
<b>Get Online GM for Care Leavers-</b> Work with localities to continue to extend the Get Online GM Digital Care Leavers offer of connectivity, data and skills support to all 4,200 young care leavers in GM.	Reform Work and Skills			X	X
<b>Get Online GM for Social Housing-</b> Continue to work with internet service providers to extend the offer tested in the Digital Inclusion Social Housing pilot to 200,000 people who are eligible across all GM social housing stock and explore additional accessibility and digital skill offers; for example, free Wi-Fi connection of community centres, digital skills champion programmes and device donation schemes.				X	X
<b>GM Data Bank-</b> Continue to promote and build uptake of the GM Data Bank through local centres, extending its reach and working with GoodThingsFoundation to ensure the scheme is having impact.	Reform			X	X
<b>GM Technology Fund-</b> Enhance the reach into diverse communities and enable the VSCE sector to reduce inequality of access to digital opportunities of employment, business, education, skills, and confidence through the strategic implementation of Social Value Contract offers, GMCA led programmes, the Technology Fund and engagement with industry.	Work and Skills			X	X
<b>Community Led Response-</b> Sharing best practices and learning from a broad range of community led digital inclusion initiatives using local knowledge and community assets across the city-region.	Reform Strategy and Policy			X	X
<b>Prevention of Online Harm-</b> Collaborative activity to promote awareness and build the response to the issue of online harm.	Reform			X	X
<b>Digital Participation for Disabled People-</b> Developing networks and awareness of organisations that support disabled people to digitally access services and opportunities safely and confidently. To collate this	Reform			X	X

information in a document and to share with key stakeholders to support disabled people getting online.					
<b>Device Refurbishment-</b> An approach to recycling and refurbishing digital devices for redistribution to targeted vulnerable groups and organisations to increase equality of access to affordable digital participation.	Work and Skills			X	X
<b>Community Support Mapping-</b> Gathering information that identifies where residents can access free Wi-Fi, devices and digital skills sessions across all the ten local authorities. To create an interactive map that allows these services to be located by residents.	Research			X	X
<b>Doing Digital Later in Life-</b> An evidence-based guide (leaflet and visual recording) to doing digital later in life for use by organisations supporting older people to safely and confidently digitally participate.	Reform			X	X
<b>PTSN Switch-Over-</b> Communicate the challenges and opportunities of the PSTN Switch-Over to public sector business and local communities and lobby Government for more intervention.	Reform			X	X
<b>Social Value Contracts and Private Sector Collaboration-</b> Leverage the market and harness the capacity of industry and community to align with local needs and opportunities. Build on our strategic partnerships across public, private and community sectors to allow the team to co-design, test and scale new ways of working. Coordinate targeted delivery programmes and deliver the social value impact of GM investments ensuring meaningful action that aligns with and enhances local initiatives.	Procurement Work and Skills			X	X
<b>GM Digital: Building Responsive Data Driven Public Services</b>					
<b>GM Digital Platform and Data Mesh-</b> The GM Digital Platform offers GM Organisations the opportunity to harness technical capabilities that support secure sign-on, identity access management, data management and reporting and analytics. These capabilities can be use to develop digital solutions on a use-case basis to deliver efficiencies to services improved outcomes for GM citizens and businesses.	Reform & Research			X	
<b>Supported Families-</b> A DLUHC funded programme to use data to identify needs and target early intervention.	Reform			X	
<b>Early Years Integrated Solution-</b> The roll-out of the Early Years Integrated Solutions to additional Local Authorities to release benefits in	Reform			X	

efficiency and effectiveness of service delivery, improved experience of parents and carers and improved Early Years development outcomes for children in Greater Manchester					
<b>Early Education Solution-</b> The roll-out of the Early Education Solution to additional nursery settings to release benefits in efficiency and effectiveness of service delivery, improved experience of parents and carers and improved communication development of children in Greater Manchester	Reform			X	
<b>Homelessness Prevention-</b> To enable “data that is relevant, current, complete, and connected, will enable us to better understand people’s experiences of rough sleeping against key standards and indicators, rare brief and non-recurring. This level of insight will enable us to provide a person-centred approach to service delivery and help multi-agency relief response and systemic prevention a reality.”	Reform			X	
<b>Victims of Crime (PCC)-</b> Phase 1 of digitally improving a victim’s experience of moving through the criminal justice system.	PCC			X	
<b>GM Digital: Digitally Enabling A Resilient Prosperous Economy</b>					
<b>Engagement with the GM Digital Ecosystem and Work and Skills to provide</b> support for communities, businesses and entrepreneurs in Greater Manchester, helping them to gain skills for work, life, business and education.	Work and Skills			X	
<b>Mobilisation of Career Pathways-</b> With the Work & Skills Portfolio, collaborate with industry leaders to maximise the number of GM residents engaging in digital skills provision and successfully entering the tech sector. Including through the strategic partnership with Microsoft developing more industry relevant digital curriculum and brokering 50 new employer encounters for schools.	Work and Skills				X
<b>Northwest Cyber Corridor-</b> Capturing and articulating the opportunities presented by the NW Cyber Corridor and national security expansion to increase inward investment and create employment opportunities, placing the NW at the centre of the UK digital security.	Policy and Strategy Team			X	

<b>Cyber Eco-System Development</b> - Develop an action plan to implement the GM Cyber Strategy and ensure connectivity with NW Cyber Corridor and continued engagement with the Cyber Advisory Group				X	X
<b>Centre for Digital Innovation-</b> Support the development of innovation assets that will build on the legacy of foundry programmes providing digital and business support to SMEs (if Innovation GM bid successful)	Policy and Strategy Team (Economy)		X	X	X
<b>Inclusive recruitment processes and practices-</b> Lead the way in inclusive employment practices by recruiting from diverse communities and embedding an inclusive culture across the tech employers that builds on the existing best practice within the sector.	GMCA People			X	
<b>Participation in Digital Events &amp; forums-</b> Continue to ensure <b>high profile, successful digital events</b> are held in GM including a larger Connected North, DTX and potentially Microsoft Ignite 2023.	Communications				X
<b>Participation in Digital Events and Forums-</b> Continue to ensuring high profile, successful digital events are held in GM including a larger Connected North, DTX and potentially Microsoft Ignite 2023.	Work and Skills				
<b>GM Digital Economy Research and Intelligence / skills-</b> a piece of work to gather intelligence on the digital economy and talent pipeline in Greater Manchester.	Research			X	X
<b>GM Digital: Creating Connected, Inclusive, Sustainable Places</b>					
<b>One Network-</b> A single active network platform across GM Public Sector organisations that leverages the GM LFFN Fibre and strategically enables digital transformation, multi-agency working and Smart GM Places initiatives. Securing approximately £6M savings and cost avoidance, plus £3.7M of social value from Cisco UK through the GM One Network procurement process to support innovation, digital skills, digital careers, digital inclusion and community capacity building.				X	
<b>West Midlands &amp; GMCA Digital infrastructure devolution trailblazer-</b> Alignment of Government gigabit programmes with place priorities and challenges across the two city regions.	Policy and Strategy			X	X
<b>GM CCTV Collaboration-</b> Identification, test and scale of collaborative initiatives to introduce efficiencies, improved practice and effectiveness of service.				X	

<b>Public Sector Decarbonisation Scheme Phase 3+ (Environment)-</b> Data capabilities that support additional phases of the Public Sector Decarbonisation Scheme	Environment, Place			X	
<b>Developing a Wayleaves Shared Prospectus across social housing providers-</b> Development of a pioneering common agreement between social housing providers, local authorities and telecom providers to create standards across GM for wayleaves and specifications to accelerate investment in digital infrastructure in social housing.	Reform			X	X
<b>Participation in National and Global Smart City Programmes, Forums and Events-</b> Creating networks, identifying high value solutions and sharing best practice through smart city forums programmes, and events.	Policy Strategy Communications Place			X	
<b>Engagement and government with Industry to strengthen our digital assets-</b> Continued coordination of the Digital Infrastructure Advisory Group, engagement with industry and Government to stimulate market investment and accelerate the roll-out of gigabit across Greater Manchester.	Policy and Strategy		X	X	X
<b>DSR Optimisation-</b> support for a Demand Side Response Project which will model the application of DSR in different building types, by different socio-economic groups, using different technologies and according to different schemes will provide valuable intelligence which can be used to optimise methods and maximise the impact of DSR in domestic households across Greater Manchester.	Research Environment			X	X
<b>Connected Places Co-Lab-</b> A GM Connected Places Co-Lab would bring together stakeholders from localities in GM, SMEs, technology collaborators, academia and representation from partner organisations and the VCSE sector to prioritise, collaborate, secure funding for and find new ways of delivering a Smart GM Places programme of activity which support local needs.	Place		X	X	X
<b>GM Digital: Strengthening our Position as a Global Digital Influencer</b>					
Collaboration with GMCA Internationalisation team, Marketing Manchester and MIDAS to secure inward investment and raising international awareness, building on initiatives in Priorities 1-4.	Policy & Strategy		X	X	X
<b>Corporate Digital</b>					

<b>Business As Usual-</b> The ongoing provision of transactional technical support necessary to enable teams and individuals to undertake their operational tasks and deliver services.	GMFRS GMCA	X			
<b>Pipeline Coordination -</b> relationship management and prioritisation of the flow of new initiatives and requests for support to the Digital Services Team.	All Directorates	X			
<b>Policy Reviews and Refreshes-</b> necessarily regular review of key policies to ensure adequacy.		X			
<b>Digital Infrastructure and Systems Repair and Maintenance Programmes/Projects-</b> Necessary changes to systems and networks to ensure sustainability of high quality and efficient corporate digital services					
<b>SharePoint 2013 Retirement Programme –</b> Migrate all SharePoint 2013 (on premise) content to SharePoint online before Microsoft end vendor support for SharePoint 2013 (May 2023). This is a set of 13 projects/migrations recreating and creating SharePoint sites.	GMFRS/GMCA Directorates	X			
<b>Datacentre replacement –</b> Replace the datacentre platforms (storage, compute, hypervisor) at the Primary and Secondary datacentre locations before they become 'end of life'.	GMFRS and GMCA	X			
<b>Mobile Phone and Sim Roll-Out-</b> a distribution of over 400 new sims to staff if the mobile phone contract is changed to a new supplier	AGMA Procurement	X			
<b>Windows 2012 Retirement Programme –</b> Migrate any system/solution/ using Windows Server 2012R2 to a new operating system before Microsoft end vendor support (October 2023). This is a set of 14 projects / migrations supporting the moves.	GMFRS and GMCA	X			
<b>Cyber Security and Risk Management-</b> Ensure that the organisations systems and networks have a high standard of security and robust business continuity and recovery technical processes					
<b>Cyber Security and Risk Management Engagement–</b> Provide assurance to the organisation relative to the level of preparedness to dealing with a Cyber Security event. Working cross sector and with Central Government, responding to internal and external audit standards.	GMFRS and GMCA	X			
<b>Cyber Security Programme -</b> a set of projects and tasks focussed on addressing gaps in GMCA's Cyber Security capability and the embedding an overall culture of Cyber Security into the lifecycle of all systems and solutions.	GMRFS and GMCA	X	X		

<b>Penetration Test</b> - scope, plan and test GMCA systems, solutions and infrastructure for potential security vulnerabilities that could be exploited by an attacker by deploying the same tactics and techniques that a hacker would use. Identify gaps and implement improvements. Schedule regular ongoing tests.	GMFRS and GMCA	X			
<b>Disaster Recovery Test</b> - scope, plan and test GMCA's ability to respond to a 'disaster' and recover its systems and solutions within a timeframe that supports GMCA's Business Continuity Plans regarding a recovery time objective and with an amount of data loss no greater than GMCA's recovery point objective. Schedule regular ongoing tests.	GMFRS and GMCA	X			
<b>Digital Procurement Quality Assurance-</b> Project based allocation of resource to ensure that the external systems and supplier contracts are entered into with the necessary technical, cyber and service compliance standards and BAU planning.	All directorates	X			
<b>Digital Data and Technology Strategic Programmes/Projects-</b> Delivers a financial return on investment and/enables achievability of corporate strategic goals or improved effectiveness of service.		X			
<b>GMCA High Priority Corporate Directorate Initiatives-</b> an amount of capacity will be available for high priority digital initiatives of corporate services directorates to be prioritised on a rolling basis throughout the year via appropriate governance.		X			
<b>One Network Planning and Migration-</b> migration of the GMCA and GMFRS from existing network to One Network extended to WAN CPE devices	GMFRS and GMCA	X			
<b>Corporate Intranet-</b> A Microsoft solution for the new corporate intranet to be implemented with a phased release.	GMFRS (ADP) GMCA	X			
<b>Northwest Fire Control Programme-</b> a set of interdependent projects to enable the transition to a centralised Northwest model for management of Fire Service control.	GMFRS (ADP)	X			
<b>Prevention and Protection Programme-</b> Using GM data capabilities to support medium term GMFRS Prevention and Protection systems.	GMFRS (ADP)	X			
<b>DCS Airwave Replacement-</b> activity to ensure the new radios are registered to officers and incorporated into necessary protocol and system processes	GMFRS (ADP)	X			



<b>Door Access Control System Support-</b> Ensuring end-to-end operability of the door access system to ensure that all officers are able to access appropriate buildings and that buildings are secure.	GMFRS (ADP)	X			
<b>PMO Digital Solutions-</b> implementation of a PMO tool for GMFRS	GMFRS (ADP)	X			
<b>Station Refurb Support-</b> technical support to ensure newly refurbished stations are set up for operations	GMFRS (ADP)	X			
<b>Asset Tracking-</b> technical solution implemented to enable the management of assets through tracking and recovery.	GMFRS (ADP)	X			
<b>Operational Health and Safety Management System-</b> Implementation of a system for GMFRS	GMFRS (ADP)	X			
<b>VR and Digital Boards for Prevention-</b> Providing tech support for the introduction of new interactive technologies for GMFRS	GMFRS (ADP)	X			
<b>PSTN Phase 2-</b> the transfer from copper connections to internet connections for the telephone system in GMFRS buildings	GMFRS (ADP)	X			
<b>GMCA Data Analytics Platform (Environment)-</b> A phased approach to releasing value to the organisation through the use of GMCA and GM Digital technical capabilities to harness and analyse data currently held in separate systems and spreadsheets.	Environment, Work & Skills, Research, GMFRS for Year 1	X		X	
<b>Corporate Calendar</b> For your key activities highlighted above please include quarterly delivery milestones.					
<b>Milestones</b>					
<b>Directorates key activities / deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
<b>GM Digital: Empowering People and Communities</b>	150 <sup>th</sup> Data Bank opened in GM  Digital Participation for Disabled People	Expansion of Social Housing Pilot.  Social value opportunity review.	Digitober Community support map published.	200,000 people reached with Housing offer. 4,000 Care Leavers reached with GetOn offer. #SaferInternetDay 2024	

	Leaflet Published.			
<b>GM Digital:</b> Building Responsive Data Driven Public Services	Supported Families Data Accelerator Go Live Early Years Stockport Pilot Early Education Salford Go Live	Victims Services Digital Solution Alpha Phase Stockport EY Pilot Evaluation Victims Services Digital Solution Beta Phase Product Team established for One Network and Digital Platform	Sustainable model for GM Digital Transformation Products and Services Agreed.	Six areas in GM using the EY solution
<b>GM Digital:</b> Digitally Enabling a Sustainable Prosperous Economy	Innovation Accelerator decisions – investment in digital sector projects Initial decisions on UKRI	GM Cyber Strategy launch Begin implementation of Cisco/One Network innovation programme		

	<p>investment (COSTAR bid)</p> <p>Target list of other Govt investment opportunities in digital strength areas.</p> <p>SPF routes to market design (TBC)</p> <p>AI &amp; Cyber Foundry reviews</p>	<p>with Stockport, Bury, Rochdale, Oldham Digital Skills Action Plan</p>		
<p><b>GM Digital:</b> Creating Connected, Inclusive, Sustainable Places</p>	<p>Final LFFN site closed. LFFN Completion event.</p> <p>GovWIFI rollout and promotion</p> <p>Connected North.</p> <p>Gov't engagement over 5G mast siting</p> <p>Connected Places</p>	<p>One Network core build complete</p> <p>Superfast gainshare</p> <p>Shared wayleave agreed and published.</p> <p>Connected Britain</p>	<p>One Network rollout commenced.</p> <p>Connected Places study complete</p>	

	project kickoff			
<b>GM Digital:</b> Strengthening Our Position as A Global Digital Influencer	GM Digital Blueprint Launch. Connected North. CyberUK 2023 (Belfast) DCF (Mcr)	Digital Government North Support for MIDAS activities	Microsoft Ignite 2023 Support for MIDAS activities	Support for MIDAS activities
<b>Digital Services:</b> Digital Infrastructure and Systems Repair and Maintenance Programmes/Projects	Mobile Phone Sim Roll-Out SharePoint 2013 migration complete Data Centre refresh complete		Windows 2012 retired	New Intranet Live Door Access Ctrl System Support
<b>Digital Services:</b> Cyber Security and Risk Management	Cyber Programme On-Going	Cyber Programme On-Going PEN Tests DR Tests	Cyber Programme On-Going	Cyber Programme On-Going
<b>Digital Services:</b> Digital Data and Technology Strategic Programmes/Projects	Established Northwest Fire Control (on-going)	DCS Airwave Replacement Complete	One Network Implementation	Station Refurb Support

	Prevention and Protect Solutions (ongoing) GM Data Analytics Platform Discovery (Environment) Door Access Support	One Network rollout starting Northwest Fire Control (on-going) Prevention and Protect Solutions (ongoing) Door Access Support	Northwest Fire Control (on-going) Prevention and Protect Solutions (ongoing) GM Data Analytics Platform Environment Release 1 PMO Digital Solution Go Live Support for VR and Digital Boards for Prevention New Intranet Live	Asset Tracking (ADP PIP1) PSTS Phase 2 Northwest Fire Control (ongoing) Prevention and Protect Solutions (ongoing) Operational Health and Safety System Go Live Support for VR and Digital Boards for Prevention
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**Directorate: Economy**

**Brief Overview of Directorate**

**Policy:** Shape the Economic Vision for GM, working with National Government, partners and our stakeholders to influence and align economic priorities and maximize investment across GM, including in Innovation.

**Delivery:** Of the Local Industrial Strategy and Innovation GM Innovation Plan, coordinating cross cutting priorities with other GMC directorates and partners, delivering specific projects, commissioning programmes, developing business cases and contributing to effective fund management.

**Insight:** Analysing the economic trends of today and tomorrow, led by the evidence, promoting awareness with our stakeholders and partners.

**Support:** Our portfolio holders, other GMC directorates, partners and stakeholders to make decisions and deliver appropriate governance for decision making

Directorate activities / deliverables					
Directorate activities / deliverables	Asks / Dependencies on other Directorates	OBJ 1	OBJ 2	OBJ 3	OBJ 4
<b>CO1</b> - Manage key contracts delivered by the GM Growth Company, Business Growth Hub and Universities and embed the priorities of the GM Local Industrial Strategy across directorates, districts and partner organisations.	Delivery of Local Industrial Strategy priorities includes multiple dependencies with other directorates, e.g. Adult Education Budget managed by Work and Skills team.	<b>X</b>			
<b>CO2</b> - Local Industrial Strategy Budget management and project delivery, Delivery of UK Shared Prosperity Fund Investment Priority Area – Supporting Local Business, as well as Contract management of retained business rates business support programmes.	Delivery contingent on support from the Core UKSPF team, finance, legal, procurement, and Information Governance		<b>X</b>		<b>X</b>
<b>CO3</b> - Drive collective activity focused on economic issues, bringing together local authorities, government and other partners through a variety of forums and structures.	Working with the Place team to ensure work enhances and complements the Growth Locations programme, and is			<b>X</b>	

	supported by the Directors of Place group				
<b>CO4 - Embedding and implementing the Priorities of the GM Local Industrial Strategy, Innovation GM and the GM Innovation plan across the GM policy landscape and beyond via our networks and partnerships.</b>	International Team Re the international strategy, Digital and Environment teams co-developers of innovation work related to their policy priorities and sector development activity.				<b>X</b>
<b>Corporate Calendar</b>					
For your key activities highlighted above please include quarterly delivery milestones.					
<b>Milestones</b>					
<b>Directorates key activities / deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
CO4 - Sector Development Plans Research	<b>X</b>				
CO4 – Sustainable Materials Translation Research Centre – Business Case (GAMMA)	<b>X</b>				
CO2 – Innovation Accelerator project portfolio announced	<b>X</b>				
C04 - Publication of Refreshed GM Local Industrial Strategy (Economic Strategy)		<b>X</b>			
CO2 – Foundational Economy Innovation Fund projects go live		<b>X</b>			
CO2 - Innovation Accelerator project portfolio drawdown funding from Innovate UK and commence (deadline for delivery Q4 2024/25)		<b>X</b>			
CO3 – real Living Wage event to mark 650 accreditations			<b>X</b>		
CO4- GAMMA Provider Network			<b>X</b>		
CO4 – MOU with Innovate UK One Year on event (Dec 2023)			<b>X</b>		

**Directorate: Education, Work & Skills Directorate**

### **Brief Overview of Directorate**

Our remit encompasses a wide range of activity that goes far beyond the well-known programmes and devolved functions that collectively account for around 60% of GMCA's current total annual income. Some of this activity, such as funded programmes and our work in conjunction with the Research team around GM-wide data and intelligence is of clear tangible value, but other aspects, such as building relationships with stakeholders, including other Mayoral Combined Authorities (MCAs) and central government, is equally important in terms of ways of working and making the overall system deliver benefits to our residents, communities and businesses that are greater than the sum of their parts.

GM's unique range of devolved functions across inter-related policy areas of skills, work and health, opens up new possibilities and ways of working to achieve better outcomes for our residents, communities and businesses, as well as opportunities to make more effective use of resources. In addition to the large-scale national programmes, we hold around 100 locally commissioned contracts for education, skills and employment support, collectively worth in the region of £150 million a year, ranging from the devolved Adult Education Budget and the Working Well suite of employment support, to ESF-funded Skills for Growth, and numerous small scale programmes and pilots focused on testing the best ways to support particular groups of residents.

Collectively, they aim to help residents to develop their skills, identify and follow pathways into and within sustained, fulfilling employment, and to support employers in creating good jobs and achieving inclusive growth, with a skills and talent pipeline to match.

The directorate also continues to play an important 'system stewardship' and leadership role, ensuring that relationships with our ten Local Authorities, local partners and businesses, other Mayoral Combined Authorities, and central Government are strong.

The Directorate recognises that 2023/24 will be a key transitional year as some commissioned contracts conclude including all ESF provision, existing devolution commitments continue (AEB, Working Well) and new opportunities with a focus on targeted provision begin to take shape.

As such the Directorate has developed a new strategic vision which will see GM lead the way in supporting its residents and businesses to connect to skills & work opportunities.

This is a GM system in which all stakeholders support the ambition to tackle inequalities and ensure:

- Residents reach their potential and are supported to enter, progress & sustain good work or learning;
- Businesses are enabled to play their part in connecting & investing in a talent pipeline that is diverse & resilient.

In particular, GM will be visible in leading the way by:

- **Setting out its stall as a Technical Education City Region:** Leading the way in technical education transformation and providing the advanced and higher technical skills the UK and GM economies need, with an ambitious T-Level offer, stimulating demand for Apprenticeships.



- **Ensuring employers are at the heart of creating & investing in a talented City Region:** Tackling long-standing mismatches between skills supply and demand, driven by more effective use of data to shape strategic decisions and skills & work commissioning that is responsive to the needs of employers.
- **Ensuring GM advances equality and allows residents to reach their potential** and are supported to enter, progress & sustain good work or learning. This includes targeted support for those furthest away from the labour market, at risk of falling out or are economically inactive.

Also through Devolution, GM makes a commitment to Government to deliver further faster on the National Policy through a strong accountability framework. This vision establishes three principles which are central pillars to all the Directorate’s work moving forward:

- 1. Reach your potential**
- 2. Advance equality in the labour market.**
- 3. Maximise the business relationship to connect & invest in a talent pipeline**

Our work to support these principles fit within four Thematic Outcomes (below) which also then align with GMCA’s Organisational Objectives with support from a number of other Directorates.



Understanding our work under these themes rather than time-bound programmes will help to understand and illustrate our wider impact and limits within GM’s Education, Work and Skills system.

These themes and below delivery priorities are driven by our commitment to delivering the best possible services, experiences and outcomes for our people, and by the need for a system that supports the creation of good jobs and delivers the skills and employability to fill them. We want to make Greater Manchester the best at doing all of this: to lead by example not only in doing things first, but in doing them best.

Directorate activities / deliverables	Asks / Dependencies on other Directorates	OBJ 1	OBJ 2	OBJ 3	OBJ 4
1. Support the implementation of a GM Integrated Technical Education City Region; working with ESAP, LA, employers and	Research, Environment (Green Skills) Digital	X	X	X	X

providers to establish a shared vision and co-designed strategic plan that responds to LSIP, provides a line of sight to technical skills pathways, and connects residents to jobs.	Economy.				
2. To continue to commission, deliver & exercise devolved functions alongside locally funded and developed activity	Strategy / Economy / Research / Environment / Digital	X	X	X	X
3. Prepare for the outcome of the deeper devolution asks that will impact on the directorate such as moving to mobilisation and implementation of activity	Strategy / Economy / Research / PSR	X		X	X
4. Develop and complete the commissioning cycle framework - including an integrated monitoring, and performance and evaluation framework.	Procurement / Research / Information Governance	X	X	X	X
5. Develop a directorate intelligence response to support the Directorate to deliver targeted and intelligence led strategy, commissioning and policy.	Research / Procurement / Strategy	X		X	X
6. Prepare to manage the transitioning policy, funding and accountability landscape.	Strategy / Core Investment	X	X	X	X
7. Identify and work with GMCA Directorates that will provide strategic added value to our defined outcomes.	Research, Economy, Strategy, Police & Crime PSR, Environment, Core Investment, Comms & Engagement, Digital, Centre for Ageing	X	X	X	X
8. Progress sector skills/labour market development in frontier & foundation sectors in response to GMS & LSIP.	PSR, HSCP / ICP / Digital / Procurement	X	X	X	X
9. Develop key strategic frameworks in response to key GMS priorities to set a clear direction of travel	PSR, HSCP / ICP Research, Strategy	X	X	X	X
10. Manage core functionality of the Directorate	Comms and engagement / People	X	X		
11. Support the design and delivery of universal and targeted digital services for residents in response to identified (Mayoral) priorities	Digital / Strategy / Research / Environment / PSR There are some short-term digital and technical	X	X	X	X

	services asks that are essential in terms of managing successful outcomes and risk.				
<b>Bold type denotes those with significant organisational impact</b>					
<b>Corporate Calendar</b>					
For your key activities highlighted above please include quarterly delivery milestones.					
<b>Milestones</b>					
<b>Directorates key activities / deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
1. Support the implementation of a GM Integrated Technical education City Region; working with ESAP, LA, employers and providers to establish a shared vision and co-designed strategic plan that responds to LSIP, provides a line of sight to technical skills pathways, and connects residents to jobs.					
A. Develop a shared understanding with ESAP of how to deliver on the Mayoral ambition of an Integrated technical City-Region, consulting with wider stakeholders including employers & providers to identify commitments and activity	<b>X</b>				
B. Establish an internal GMCA working group to support implementation of GM Technical Education City region.	<b>X</b>				
C. Continue to work with government departments and local stakeholders to secure the best possible trailblazer deeper devolution deal in relation to technical education pathways in GM and to develop governance/ accountability arrangements, implementation plans and identify high level outcomes in relation to all learning pathways that draw their primary purpose from the workplace. Specifically, benchmarks and outcomes will be agreed around T levels, HTQs, relevant 19+ pathways.	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
D. Develop integrated approach to collaborative place-based commissioning of technical education to deliver a simplified local funding system.	<b>X</b>				<b>X</b>

<p>E. Further implement the national and local careers strategy and respond to the Holman review as part of the Life Readiness Framework to create a targeted approach to careers in support of technical education and employment opportunities and building up to an all-age careers strategy for GM as stated in the Devolution Trailblazer proposals</p> <p>F. Establish Technical Education Board to be accountable for delivery of GM Technical Education City Region.</p>	X			
<p><b>2.</b> To continue to commission, deliver &amp; exercise devolved functions alongside locally funded and developed activity</p>				
<p>A. Implementation of enhanced/further delivery with focus on meeting need through targeted support of all directorate programmes.</p> <p>B. Co-design and commissioning of Multiply priority cohorts' delivery including care leavers, offenders, and employees without maths / numeracy skills, working with Police, Fire, Crime &amp; Justice &amp; others to ensure links with existing services.</p> <p>C. Shape and agree the provision for Working Well by Autumn 2024.</p> <p>D. Development and implementation of skills bootcamps in GM for 23/24 with a focus on priority places/cohorts/sectors inc digital, construction/green, manufacturing, logistics, public services &amp; hospitality.</p> <p>E. To provide robust Evaluation of activity and the value added it provides to inform continued improvement and targeted future activity.</p> <p>F. Continue to engage with DfE/ESFA on National Skills Fund development, including influence over the way forward and the mechanisms as adults skills is transitioned into new Skills Fund.</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p>
<p><b>3.</b> Prepare for the outcome of the deeper devolution asks that will impact on the directorate such as moving to mobilisation and implementation of activity.</p>				
<p>A. Work with government and local stakeholders to define relevant aspects of the Trailblazer deeper devolution deal in practice (including identifying high level outcomes, governance/</p>	X			

<p>accountability arrangements, etc) and develop implementation plans.</p> <p>B. Revisit non-devolved proposals to take forward any aspects that might be within GM's gift without devolved powers.</p> <p>C. Create strong robust Governance structures to allow for deeper Devo linked to local authorities and partners across work &amp; skills.</p>	X	X	X	
<p>4. Develop and complete the commissioning cycle framework - including an integrated monitoring, and performance and evaluation framework.</p>				
<p>A. Develop and embed a credible plan for the 'three Pillars' of commissioning cycle framework so the Directorate becomes a more effective, strategic commissioner.</p> <p>B. Engage, embed and equip staff in Directorate and wider organisation to understand the importance of working consistently throughout the commissioning cycle and be able to use the tools effectively.</p> <p>C. Scope and prepare Pillar 1 strand on Business Development and evidence base reviews with Research Team input.</p> <p>D. Review existing Pillar 2 strand on Commissioning / procurement and make updates via 6 monthly reviews.</p> <p>E. Complete Pillar 3 Framework on Contract Delivery / Management (in conjunction with procurement on new contract tiering).</p> <p>F. Develop an integrated, live performance dashboard (aligned to data objective).</p>	X	X	X	X
<p>5. Develop a directorate intelligence response to support the Directorate to deliver targeted and intelligence led strategy, commissioning and policy.</p>				
<p>A. To develop a business case outlining the parameters and resource allocation to develop the intelligence function.</p> <p>B. To develop a Service Level Agreement with internal directorates to support this objective.</p> <p>C. To develop data warehousing, storage and safe controlled access for analysis'.</p> <p>D. To analyse cross programme/activity data alongside National secondary data and produce an Education Skills and Work</p>	X		X	X

<p>Evaluation report to develop an evaluation dashboard, to enable timely locally driven data across place &amp; programmes.</p> <p>E. Develop approaches to capturing comprehensive qualitative intelligence (including resident voice) alongside data assets within the evidence base.</p> <p>F. Develop and roll out a meta data framework to support the uniform/consistent data collection and definitions programmes and activity so that the team is enabled to analyse and use the information effectively.</p>			X X	
<p>6. Prepare to manage the transitioning policy, funding and accountability landscape.</p>				
<p>A. Identify lessons learnt / good practice from Skills for Growth and use to inform transition to UKSPF / wider sector skills commissioning.</p> <p>B. Review funding, commissioning and delivery for programmes that are ceasing: including: options for NEET and Youth Unemployment to identify, and respond to, implications of gap in 15-18 support offer to those most at risk of becoming NEET during 2023/24.</p> <p>C. Work with DfE to understand GM implications of national funding &amp; accountability reforms in the context of existing functions and trailblazer devolution deal.</p> <p>D. Develop a commissioning strategy for UKSPF following evidence base review and consultations and launch of procurement in early summer 2023.</p>	X X	X X X X		
<p>7. To identify and work with GMCA Directorates that will provide strategic added value to our defined outcomes.</p>				
<p>A. Work with the Strategy Team to align activity and maximise value of the GM Good Employment Charter.</p> <p>B. Work with digital team to deliver commitments in blueprint / mayoral manifesto specifically relating to digital literacy/basic skills &amp; digital talent pipeline.</p> <p>C. Work with environment team (as part of retrofit taskforce) to deliver work &amp; skills elements of mayoral manifesto commitment to deliver retrofitting across the city region.</p>	X	X	X	X

D. Work with the PSR team to align Life Readiness activity with Children and young People transformation work. (Enriching Lives, care leavers, youth voice, SEN)	X			
<b>8.</b> Sector Skills/labour market Development in frontier & foundation sectors in response to GMS & LSIP.				
A. Develop & procure an Employer CRM system to maximise employer relationships across directorate. (Inc exploring links to GMIT).	X	X		
B. Working with digital team develop a shared vision, strategy and action plan for digital skills/jobs with the underpinning governance to support.	X	X	X	
C. Working with environment team, develop GM green skills strategy/blueprint, to include exploring a carbon literacy element for residents.	X	X	X	
D. Develop an approach to commissioning skills provision for priority sectors through gathering understanding of employer need and “what works” for specific sectors/occupations.		X	X	
E. Develop an approach to engaging with key bodies who have the ability to influence policy & drive change within sector skills development.				
<b>9.</b> Development of key strategic frameworks in response to key priorities in GMS to set a clear direction of travel				
A. Develop a Life Ready strategic framework which provides focused activity to prevent young people from falling out of the labour market and enhances their social and cultural capital through connecting to opportunities.	X			
B. Develop an Employment and Health strategic framework that ensures health and disability are not a barrier to accessing education, skills or good employment.	X	X		
C. Work with GM Chamber and ESAP to support the implementation of the LSIP Plan and support the coordination with the GM business support landscape.		X		
D. Develop an Employer Engagement Strategic Framework. (Including an account management approach for key strategic employers to drive the delivery of targeted social value).	X	X	X	

E. Develop a strategic framework for supporting over-50s with employment and skills, to support the objectives of the refreshed GM Age Friendly Strategy including exploring opportunities to develop/ commission a specialist service for 50+ economically inactive residents.	X			
F. Strategic framework to address how the Directorate advances equality through policy/strategy/provision.		X		
G. All age strategic framework to address economic inactivity (where people want to / can return to work.	X	X	X	
<b>10. Managing core functionality of the Directorate.</b>				
A. Develop a training plan for the directorate including a bespoke, directorate-wide development programme around evidence-based policy making for prog managers/principals.	X			
B. Develop a risk register to feed into the corporate risk/audit plans. Develop a comms and engagement strategy that provides a mature approach to working with stakeholders and underpins Organisational Objectives	X	X		
<b>11. Support the design and delivery of universal and targeted digital services for residents in response to identified priorities /Mayoral priorities.</b>				
A. Co-develop a Curriculum for Life with young people and ensure a technical development plan is put in place.	X			
B. Prepare a future funding and technical options proposal for the continuation and sustainability of GMACS to support the on-going technical city-region ambition.			X	
C. Refresh the content information on GMACS to further promote technical education and apprenticeships.	X			
D. Commission a provider to develop and manage a 'GM Works' website which brings together info and advice on work/ skills/ careers/ self-employment.	X			
E. Support the provider of Our Pass to successfully deliver on its current agreement and align future work to other services commissioned by GMCA as part of an Opportunities Board.	Ongoing			
F. Prepare a future funding and sustainability business case for continuation of Apprenticeship Levy Matchmaking Service and	X	X		



widening of scope to include vacancy matching and connection to GMACS.				
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**Directorate: Environment**

**Brief Overview of Directorate**

The Environment Directorate has 20 staff members that work across three teams: Low Carbon, Natural Environment and Sustainable Consumption and Production. The key priority for the Environment Directorate is to continue implementation of the GM Five Year Environment Plan, whilst developing the next Plan, to be launched in 2024. This overarching priority will also aid in the implementation of wider priorities in the GMCA business plan linked to health and well being, sustainable place-making, skills development, local economic growth and alleviation of poverty.

The Directorate is delivering programmes addressing the following key areas:

- Domestic and public building retrofit
- Local renewable heat & energy generation
- Biodiversity and nature recovery
- Nature based solutions for climate adaptation
- Water quality improvements
- Circular economy & sustainable waste management
- Food waste reduction
- Behaviour change

Directorate activities / deliverables	Asks / Dependencies on other Directorates	OBJ 1	OBJ 2	OBJ 3	OBJ 4
Deliver whole house retrofit to circa 600 fuel poor/low income GM properties as part of ECO4			X	X	
<b>Support the realisation of the Retrofit Task Force across its 3 workstreams namely Direct Delivery, Skills and Finance</b>	Continue work with Skills and Investment Directorates				X
Expand the delivery supply chain of Your Home Better across the suite of necessary measures					X
Deliver retrofit to social homes through the Social Housing Decarbonisation Fund			X	X	
Deliver decarbonisation of the public estate through the Public sector Decarbonisation Scheme	Place & Digital		X	X	
Commission consultancy support to Go Neutral pipeline development and deliver phase 2 to accelerate energy generation programmes				X	
Deliver schools solar PV offer phase 1	Skills & Education			X	
Support the Energy Innovation Agency to bring forward new technologies	Economy & Innovation		X	X	
Complete programme evaluation for Social Housing Decarbonisation Fund, Green Homes Grant & Public Sector Decarbonisation Scheme	Place			X	
<b>Undertake a strategic outline business case for low carbon investments, including heat network development and heat zoning</b>	Place & Investment	X	X	X	
Contribute towards the organisational development of a GMCA Data Analytics Platform	Digital & Research	X			X
Launch, award funding and support delivery of community projects through the Green Spaces Fund	PSR		X	X	
Bring forward Biodiversity Net Gain offset sites with local authorities to generate a local offset market				X	
Deliver Nature Based Solutions projects including Walkden Sustainable Urban Drainage Systems (SUDS) Neighbourhood, SUDS retrofit on public estate and SUDS Design Guide with TfGM				X	
Support delivery of programmes through Green Recovery Challenge Fund			X	X	

Develop next stage of Invasive Non Native Species work following the 2022 survey of the River Irwell catchment.				X	
<b>Agree scope and project plan for Local Nature Recovery Strategy</b>	Place Directorate to develop strategy				X
Produce resource to enable local authority planners to maximise delivery of River Basin Management Plan objectives				X	
Scope, develop and publish an urban green factor policy for GM					X
Deliver a survey in Greater Manchester on the distribution of Otters				X	
Deliver study to understand the sources of microplastic pollution in GM rivers				X	
Identify locations where green infrastructure can be used to address diffuse pollution pressures and deliver demonstration capital project				X	
Agree scope and develop options for a GM adaptation plan	Research & Place				X
Appoint a Greater Manchester Local Nature Champion					X
Support delivery of three textiles sub groups - data mapping, recyclables, productions	Research			X	
Work with GMFRS to develop scope 3 emissions work with districts	GMFRS			X	
Develop public sector procurement work	Commercial Services			X	
Encourage the commercial sector to move to recycling services	Waste			X	
Support Recycle for Greater Manchester schools package	Waste, Skills & Communications			X	
Support local food growing and redistribution initiatives and organisations				X	
Develop Good Food Section on website	Waste				X
Work with districts on Single Use Plastic Reduction	Procurement & Waste			X	X
Support the Good Food GM Board in producing a roadmap and food strategy	Work with Reform			X	
Develop GM's Zero Waste Strategy	Waste			X	X
Continue research on circular economy and sustainable water management with universities - CIRCuit: CE in the Built Environment, Resource Flow/Consumption Mapping, Plastics - One bin/Plastic Centre of Excellence	Waste & Research			X	X
Deliver Green Summit 2023	Communications				X
<b>Deliver behavioural insights work to support sustainable lifestyles</b>	Research, TfGM, Communications			X	X

Review social media channels including website	Communications				X
Deliver Communications Strategy for the environment	Communications				X
Deliver Green Summit listening events to feed into next Five Year Environment Plan	Communications			X	X
<b>Begin drafting the next Five Year Environment Plan</b>	All Directorates			X	X
<b>Corporate Calendar</b>					
For your key activities highlighted above please include quarterly delivery milestones.					
<b>Milestones</b>					
<b>Directorates key activities / deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
Support the realisation of the Retrofit Task Force across its 3 workstreams namely Direct Delivery, Skills and Finance	Review progress against the 9 month deliverables	Undertake midpoint assessment of key actions and revise as necessary	Review progress against the agreed 18 month deliverables	Commence refresh of the 3 year plan.	
Deliver decarbonisation of the public estate through the Public Sector Decarbonisation Scheme	PSDS Phase 3a single year delivery	PSDS Phase 3a single year delivery	PSDS Phase 3a multiyear delivery	PSDS Phase 3a multiyear delivery	
Contribute towards the organisational development of a GMCA Data Analytics Platform	Data discovery	Programme of phased releases throughout the year	Programme of phased releases throughout the year	Programme of phased releases throughout the year	
Agree scope and project plan for Local Nature Recovery Strategy	Review regulations and guidance	Agree scope and project plan for LNRS	Engage stakeholders	Complete Plan	
Agree scope and develop options for a GM adaptation plan	Agree scope and priorities for plan, and relationship to 5YEP	If agreed, begin work to develop plan alongside 5YEP	Engage stakeholders	Complete Plan	

Work with GMFRS to develop scope 3 emissions work with districts	Agree scope and understand district priorities	Let tender	Complete commission	
Develop public sector procurement work	Agree scope and understand district priorities	Let tender	Complete commission	
Deliver behavioural insights work to support sustainable lifestyles	Let Tender	Complete commission		
Begin drafting the next Five Year Environment Plan	Hold listening events	Begin writing plan	Complete carbon budget analysis	Near final draft plan produced

### Directorate: Finance, Commercial and Audit

#### Brief Overview of Directorate

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

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

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

The Internal Audit team provides internal audit services to GMCA and GMP to provide assurance over the arrangements for governance, risk management and internal control and to deliver meaningful insight to the organisation through the audit work undertaken. The Head of Audit

and Assurance is also responsible for the development, communication and monitoring of the effectiveness of a number of key policies including: the GMCA Risk Management Framework; Contract Management; Whistleblowing and Counter Fraud policies.					
<b>Directorate activities / deliverables</b>					
<b>Directorate activities / deliverables</b>	<b>Asks / Dependencies on other Directorates</b>	<b>OBJ 1</b>	<b>OBJ 2</b>	<b>OBJ 3</b>	<b>OBJ 4</b>
<b>Development of the medium-term financial strategy and budget for all GMCA functions</b>	Support and engagement to align resources to strategic objectives	X	X	X	X
Provide a smooth and timely closedown of the GMCA Group Accounts in accordance with regulations	Support with provision of required information within timescales	X	X		
<b>Development of a more integrated finance function for the whole of GMCA to maximise the effectiveness and efficiency of the organisation.</b>	Support with change management	X	X		X
Further development of high-quality financial management arrangements across the organisation	Engagement with training and development and business partnering interaction	X	X		
<b>Deliver risk based internal audit plan, providing assurance over governance, risk management and internal control arrangements</b>		X			
Certification to funding bodies that grants have been spent in accordance with conditions	Effective and efficient record keeping supporting grant claims		X		
Supporting directorates manage risk effectively	Awareness and adherence to policy	X	X	X	X
Development and roll out of effective counter fraud policies and whistleblowing arrangements.	Awareness and adherence to policy	X	X		
Supporting Directorates to deliver best commercial outcomes	Business partnering interaction	X			
Ensure a smooth transition to new Procurement Regulations through skills, processes, systems, and policies. Convene and coordinate a GM Task and Finish group.	Awareness and involvement in implementation	X		X	X
Begin implementation of Contract Management Framework across the organisation to improve supplier performance and manage commercial risk	Awareness and contract manager participation	X			

Introduce procedures to ensure governance of grant making activity in line with the Subsidy Control Act.	Joint ownership with Legal. Awareness and adherence to procedures	X	X		
<b>Collaborate with District procurement teams to deliver activity against the common principles set out in Driving Social Value in Greater Manchester Public Procurement.</b>	Awareness and adherence to procedures	X		X	X
<b>Corporate Calendar</b>					
For your key activities highlighted above please include quarterly delivery milestones.					
<b>Milestones</b>					
<b>Directorates key activities / deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
Head of Internal Audit Opinion on the effectiveness of arrangements for governance, risk management and internal control.	X				
Delivery of Internal Audit Plan and Risk Management activities with regular progress/update reports to Audit Committee	X	X	X	X	
Procurement Regulation implementation plan			X		
Contract tiering complete and dedicated Tier 1 Manager enabled		X			
Grant Making procedures approved	X				
Closedown of accounts		X			
Reporting of Medium Term Financial Plan and Budget to GMCA for approval					X
Revenue and capital update reports to GMCA	X	X	X	X	
Financial Management Training programme delivered			X		

## **Directorate: Legal, Governance & Scrutiny, Information Governance and Mayors Team**

### **Overview of Directorate**

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

The main functions performed by the teams are to:

- Ensure lawful decision making & provide legal advice to the Mayor, GMCA, TfGM, GMFRS
- Provide the statutory function in relation to Information Governance for the GMCA, TfGM & GMFRS
- Provide strategic co-ordination for a GM system approach to better use and sharing of information and data with key stakeholders in GM and beyond advice and guidance to support information assurance organisational capacity and for GMCA, TfGM, GMFRS programmes and projects
- Provide expert advice and guidance to support information assurance and data governance organisational capacity and for GMCA, TfGM, GMFRS programmes and projects
- Ensure legal compliance and operational transparency in relation to information rights law for the GMCA, TfGM and GMFRS
- Provide strategic and specialist guidance relating to Elections to the GMCA and the 10 Greater Manchester local authorities



- Support the CEX to fulfil his separate responsibilities as the Greater Manchester Combined Authority Returning Officer (CARO), leading and coordinating the delivery of Greater Manchester Combined Authority Mayoral Elections (usually held every 4 years).
- Manage the overall governance framework and arrangements to the GMCA statutory bodies, portfolio bodies & executive structures including the Audit, Waste, Police, Crime & Fire Panel & Transport Committees.
- Statutory lead for the management of the GMCA Scrutiny Function
- Provide strategic coordination to ensure linkages are made across all governance bodies at member and senior officer level, underpinning good decision making
- Provide agile support and guidance across the organisation on the full range of strategic and directorate objectives
- Provide strategic oversight of business support, PA support to the Mayor, Chief Executive & leadership teams, management of correspondence for the Mayor's office and the organisation
- Provide oversight of Tootal reception services, organisational security, Mayoral security and business continuity planning
- To arrange internal/external events/meetings for the Mayor and the Director of the Mayor's office in line with the Mayor's priorities and the Greater Manchester Strategy; deal with briefings and manage Mayoral correspondence and invitations.

<b>Directorate activities / deliverables</b>	<b>Asks / Dependencies on other Directorates</b>	<b>OBJ 1</b>	<b>OBJ 2</b>	<b>OBJ 3</b>	<b>OBJ 4</b>
Managing the decision processes for the GMCA, Mayor and statutory officers	Completion of the Forward Plan of Key Decisions and WLT Forward Plan	X	X	X	X
Ensuring accurate decision-making processes are followed in relation to all bus franchising decisions	Completion of the Forward Plan of Key Decisions and WLT Forward Plan	X	X	X	X
Supporting an independent annual evaluation of the GMCA Scrutiny function, following the implementation of the Independent Review's recommendations	Some key stakeholders may be asked to contribute to the evaluation	X			X
Developing the use of data collected through mayoral casework in order to inform the organisation of key points of public interest and developing policies		X		X	X
Ensuring robust accountability in support of any future devolution deal through an effective audit function and a strong scrutiny framework	Directorates will be asked to provide reports to both these committees as required	X	X	X	X
Continually overseeing a review of Governance to ensure fit for purpose in relation to delivering the GMCAs functions and priorities.	Gov Team will work with Directorates to review the	X	X	X	X

Focus on Waste, Transport, Police and Crime Panel (Fire) and how effective governance processes can effectively assist the pace of delivery of the new GM priorities. Link to Peer Review recommendations.	current structures and identify any potential areas for improvement				
Actively exploring and developing opportunities to work across the GM family of organisations – for example, opportunities for integration of teams with TfGM.		X			
Developing the Annual Governance Statement which sets out how the GMCA meets its governance standards detailed in the <u>Code of Corporate Governance</u>		X			
Supporting local authorities with elections strategic and specialist guidance, particularly in relation to Elections Act legislative changes and key supplier contract management		X			X
Securing resourcing, establishing appropriate governance mechanisms and undertaking planning/activity to fulfil the CARO's responsibilities for the delivery of the May 2024 Mayoral Election	Finance re Mayoral Election funding	X			X
Implementing the Members Behavioural Policies which were formalised in 2022/23 - members information to be updated on the GMCA website. Reminding Members on a quarterly basis of their duties to regularly review and updating the Registers of Interest and Gifts & Hospitality		X			
Undertaking the Annual Review of the GMCA & AGMA Constitutions to ensure any changes to legislation and devolutions powers reflected in activity		X		X	X
Bus Reform – to provide legal advice to the GMCA & Mayor in relation to delivering Bus Reform within the legislative process working with TfGM		X	X	X	X
GMFRS – to advise the Mayor and support GMFRS on its cultural change journey including issues arising out of HMICFRS inspections		X	X	X	X
Manchester Arena Inquiry – following the publication of Volume Two to ensure the GMCA assists the Inquiry in the monitoring of the Inquiry's recommendations		X	X	X	X

Clean Air – to provide legal advice to the GMCA & Mayor in relation to Clean Air duties and obligations across GM working with TfGM and district Chief Legal Officers		X	X	X	X
Places for Everyone – to provide legal advice working with the Place Directorate and the district Chief Legal Officers to ensure delivery of a spatial development strategy for GM		X	X	X	X
Devolution – to provide legal and governance advice to GMCA and the Mayor on the Trailblazer devolution deal with Government working with TfGM and the district Chief legal Officers		X	X	X	X
HS2 – to provide legal advice to GMCA to engage with HS2 Limited and the Select Committee on Phase 2 of the project		X	X	X	X
Subsidy Control – to provide legal advice and support to the GMCA to ensure compliance with the changes introduced by the Subsidy Control Act 2022		X	X	X	X
Maturing the management of the serious information governance incidents and ensure lessons learnt are adopted by the organisations.	Requires organisations to engage and leadership from IAOs.	X	X	X	X
Providing information governance support to key organisational, regional and national projects that involve information and innovative data use.	Requires organisations to engage and leadership from IAOs.	X	X	X	X
Provision of expert advice guidance and appropriate tools to ensure effective records management to meet compliance and support organisational effectiveness.	Requires organisations to engage and leadership from IAOs.	X	X	X	X
Provide technical expert advice and manage the handling of all Freedom of Information, Environmental Rights and Individual Rights requests in line with legislation.	Requires organisations to engage and leadership from IAOs.	X	X	X	X
Running a comprehensive Information Governance and Cyber Security training and awareness program	Requires organisations to engage and leadership from IAOs.	X	X	X	X
Provide oversight of organisational performance via regular reports to the GMCA and TfGM Information Governance Boards and Audit and Risk committees.		X	X	X	X
Further development and Implementation of recognised and user-friendly Information Governance framework that allows the		X	X	X	X

organisation to best manage and value its data and information assets.					
The IG service provides strategic leadership to Information Governance across Greater Manchester ensuring that activity that can be conducted at a regional level is done so and provides consistency across the GM system.		X	X	X	X
Through the GM Information Board, the IG service engages with strategic partners across Greater Manchester in order to lead and drive work to 'create a better information ecosystem that realises the full potential of information.				X	X
Leadership and coordination of delivery of GM Information Strategy identified priorities.	Cross cutting and underpinning regional policy areas where information and innovative data uses are required.	X	X	X	X
Completion of service improvement plan linked to b-Heard survey results.		X			
Development and oversight of delivery of comprehensive change programme for GMCA, TfGM and GMFRS linked to the GM Information Strategy.		X	X	X	X
Development of delivery programme for GM system with oversight from the GM Information Board once priorities have been agreed.			X		
Preparedness and adoption of changes to Data Protection legislation.	National Government and Parliamentary process.		X	X	X
Information Governance Audit – Develop implementation plan of recommendations from audit in line with change programme and GM Information Strategy.	Internal Audit / IG Board/s	X	X	X	
Review of iCasework prior to the next procurement exercise, to ensure that it is fit for purpose. This includes the review of templates, portfolio leads, timescales for responses, developing reports.	Portfolio Leads respond to requests from iCasework in a timely manner.	X	X	X	X
Ongoing review of the Mayor's processes – correspondence box/briefings etc, to ensure they are received/dealt with in a timely manner.	Officers wishing to submit matters for the Mayor's consideration, complete the relevant proforma to avoid misinterpretation.	X	X	X	X

Offer a T-level placement across the Mayoral and Governance teams, and one-day work shadowing opportunities with the Mayor.	The Policy & Strategy Team to support the one-day work shadowing when necessary.	X	X	X	X
Information Asset Governance – to review all information assets held within the Mayoral team, ensuring that all are captured within the relevant registers. Also to develop an information asset retention scheme in line with other Directorates across the CA.		X	X	X	X

### Corporate Calendar

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

<b>Milestones</b>				
<b>Directorates key activities / deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Scrutiny evaluation to be published	May 23			
Governance review to ensure the most effective use of time as highlighted by the recent LGA Peer Review	May 23			
Re-procurement exercise of the Mayoral Casework software to be completed			Oct 23	
Local Authority Elections and GMCA & AGMA Annual Nominations and Appointments Process	April/May 23			
Members Register of Interests	June 23	Sept 23	Dec 23	March 23
Members Register of Gifts & Hospitality	June 23	Sept 23	Dec 23	March 23
Annual Review of the GMCA & AGMA Constitution to ensure any legislative changes are reflected in the GMCA's constitution and ensure focus on its functions	April 23			
Annual Governance Statement	May/June 23			
New Members & Chief Executives Induction	June 23	July 23		
Support local authorities with ongoing guidance ahead of May 23 Local Elections	June 23			
Establish appropriate resources and mechanisms for the delivery of the 2024 Mayoral Elections		Sept 23		

Planning and delivery of key activity ahead of May 2024 Mayoral Election			Dec 23	March 23
Serious Information Governance Incidents Panel Reporting	Annual report on incidents	Quarter report on incidents	Quarter report on incidents	Quarter report on incidents
Information Governance Board/s – Change Programme	Q1 Milestones report Change programme	Q2 Milestones report Change programme	Q3 Milestones report Change programme	Q4 Milestones report Change programme
GM Information Board ToR and establishment of Delivery Exec	Establish membership and draft ToR	Agree ToRs for groups.		Conduct review of membership and ToR
IG Change Programme Governance Approval	GMCA Info Governance Board	SLT/CEMT/CE LT / ELN /ELT	Q3 Milestones report Info Board/WLT	Q4 Milestones report info board/WLT
GM Information Strategy Delivery Plan Approval	GM Information Board	WLT/GMCA		
GM Local Authority IG Group ToR Review and Approval		CLO/ WLT		
GM Public Sector Group ToR Review and Approval	New ToR agreed by group	CLO/ WLT		
The IG service establishes Information/Data Governance framework that allows the organisation to best manage and value its data and information assets.	Baseline work/ Discovery			
GMCA Support of the Citizen Led Security Standards		Delivery of project by Responsible Tech Collective		
Through the GM Information Board, the IG service engages with strategic partners across Greater Manchester in order to lead and drive work to 'create a better information ecosystem that realises the full potential of information.	2023/24 Projects to be supported agreed			

Audit and Risk Committee (TfGM)	End of year 22/23 report.		Mid-year assurance report.	
Corp issues and assurance Committee (GMCA)	End of year 22/23 report.		Mid-year assurance report	
Re-procurement exercise of the Mayoral Casework software to be completed			October 2023	
Agree arrangements for T level placement with the Governance and Learning & Development teams.		April 2023		
Review/record all information assets, develop an information retention scheme.		June 2023		

## Directorate: People Services Directorate

### Brief Overview of Directorate

People Services Directorate is an enabling function for the organisation and alongside other corporate services we support and empower the front facing services to deliver against the organisation's strategic goals. We provide both Fire and CA with professional people management services to enable the delivery of strategic organisational goals and operational standards. As we move into a post-Covid phase and face new challenges recovery and growth in the face a cost of living crises, industrial unrest and public spending restrictions, People Services will support GMCA in being an exemplary Employer of Choice – focused on delivering for our communities, and supported by excellence in people management practices.

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

We provide the following workforce services:

- Organisational Development
- Corporate Learning
- Equality, Diversity & Inclusion
- Talent & Resourcing
- Employee Relations
- Occupational Health & Well-being

- HR Systems and Intelligence
- Payroll and Pensions

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

<b>Directorate activities / deliverables</b>	<b>Asks / Dependencies on other Directorates</b>	<b>OBJ 1</b>	<b>OBJ 2</b>	<b>OBJ 3</b>	<b>OBJ 4</b>
Volunteering Policy	Corporate volunteering opportunities to be identified linked to GMS	X			
Develop Training Frameworks e.g. Inclusivity, Sustainability, Digital	Environment/Sustainability Digital.	X			
Review and Development of Entry Schemes e.g Graduate Trainee, T-Levels, Apprenticeships	ICT / IG/ Procurement / Finance	X			
Further development of Learning Strategies e.g Learning Personas, Guidance on Informal Learning e.g placements, shadowing etc.	All Directorates	X			
Virtual Learning Events - Learning at Work Week & Festival of Learning	All Directorates	X			
Launch the new Learning and Development Strategy					
<b>Procure a new Applicant Tracking system</b>	GM Collaboration	X			
<b>Design, Implement &amp; deliver an organisation wide Talent Management strategy that includes succession planning activity</b>	All Directorates	X			
Respond to findings of the EDI Recruitment Audit & Implement recommendations	Various Directorates Finance	X			
Deliver the GMFRS Attraction & Recruitment Strategy for 2023 – 2025, supporting increasing diversity & reaching establishment levels (ADP priority)	GMFRS Training & Development Work & Skills/ GMFRS Safeguarding / Corporate functions	X			X
Conclude the GMFRS Promotion Pathway multi-year programme of work (ADP priority)	EDI Strategic Group All directorates	X	X		



Implement CRM solution for People Services	Digital	X	X		
Improvements to Onboarding processes	Digital, IG	X			
Review of Cloud Based hosting with MHR	Digital	X			
Review of Leaver Process utilising system enhancements	IG/Digital	X			
Development of new & review existing grey, green and gold book policies, ensure they are legally compliant and accessible	Digital, Comms	X			
Develop and embed the business partnering model within GMCA & GMFRS	All directorates Staff Networks	X			
<b>Embed and deliver the CA Leadership Development Framework including self-assessment and link with PRA</b>	All Directorates	X			
Carry out the annual b-Heard survey, support organisation and team action plans	All Directorates	X			
Implement guidance for Wellbeing, Mental Health, Occupational Health and Neuro-Diversity and Complete Process Appendices	Comms	X			
Ensure evaluation of Wellbeing and Occupational Health Strategy including use of data	All Directorates	X			
Ensure effective management ill-health retirement e.g. guidance on IQMP/IRMP ; occupational health processes	Occupational Health Provider	X			
Implementation of Immediate Detriment for Operational Staff		X			
Implementation of Age Discrimination Remedy		X			
Procure and develop Pensions Administration System	Potential GM Collaboration opportunity	X			X
Review and implement new staff benefits platform and relaunch and promote staff benefits	Comms	X			
Introduce Salary sacrifice shared cost AVC scheme for green book staff and scope other benefits for all staff	Comms	X			
Prepare for Grey Book Industrial Action – Pay and Pension implications.		X			X
<b>Development of CA Equality Strategy &amp; Action Plan</b>	All Directorates	X			X
Equality Road Show rolled out across the organisation		X			
Apply for GMCA - Disability Confident Scheme		X			X
Staff Networks - The Power of Staff Networks Annual Conference & Review the work of the staff networks and active allies.	Staff Networks	X			

Deliver GMCA Inclusive Culture Training		X			X
Complete Stonewall Workplace Equality Index 2024		X			X
Monitor the impact of EDI Events and Campaigns e.g., Manchester Pride.		X			X
<b>Corporate Calendar</b>					
For your key activities highlighted above please include quarterly delivery milestones.					
<b>Milestones</b>					
<b>Directorates key activities / deliverables</b>					
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
Introduce an employer Volunteering Scheme	X				
Develop Training Frameworks e.g. Inclusivity, Sustainability, Digital		X			
Review and Development of Entry Schemes e.g Graduate Trainee, T-Levels, Apprenticeships				X	
Further development of Learning Strategies e.g Learning Personas, Guidance on Informal Learning e.g placements, shadowing etc.		X			
Launch a new Learning and Development Strategy	X				
Procure a new Applicant Tracking system		X			
Design, Implement & deliver an organisation wide Talent Management strategy that includes succession planning activity	X				
Respond to findings of the EDI Recruitment Audit & Implement recommendations and deliver Organisational Recruitment & Selection Framework			X	X	
Deliver the GMFRS Attraction & Recruitment Strategy for 2023 – 2025, supporting increasing diversity & reaching establishment levels (ADP priority)				X	
Conclude the GMFRS Promotion Pathway multi-year programme of work (ADP priority)				X	
System Improvements - implement Document Repository & CRM solution for People Services		X		X	
Improvements to Onboarding and Leaver processes				X	

Review of Cloud Based hosting with MHR			X	
Development of new & review existing grey, green and gold book policies, ensure they are legally compliant and accessible	X	X	X	X
Develop and embed the business partnering model within GMCA & GMFRS	X			
Embed and deliver the CA Leadership Development Framework including self-assessment and link with PRA	X			
Carry out the annual b-Heard survey, support organisation and team action plans		X	X	
Implement guidance for Wellbeing, Mental Health, Occupational Health and Neuro-Diversity	X	X	X	
Ensure evaluation of Wellbeing and Occupational Health Strategy including use of data				X
Ensure effective management ill-health retirement e.g. guidance on IQMP/IRMP ; occupational health processes	X			
Implementation of Immediate Detriment for Operational Staff				
Procure and develop Pensions Administration System				X
Review and implement new staff benefits platform and relaunch and promote staff benefits			X	
Introduce Salary sacrifice shared cost AVC scheme for green book staff and scope other benefits for all staff				X
Development of CA Equality Strategy & Action Plan	X			
Equality Road Show rolled out across the organisation	X			
Apply for GMCA - Disability Confident Scheme	X			
Staff Networks - The Power of Staff Networks Annual Conference & Review the work of the staff networks and active allies		X	X	X
Commence delivery of GMCA Inclusive Cultures Face to Face Training	X			
Complete Stonewall Workplace Equality Index 2024	X			
Monitor and review the impact of EDI Events and Campaigns e.g., Manchester Pride				X

## Directorate: Place

### Brief Overview of Directorate

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

### Directorate delivery:

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

- Completion of Examination in Public and adoption of the Spatial Framework, Places for Everyone, GM's plan for Home, Jobs and the environment – with the Examination due to be completed in the summer of 2023;
- Estate Management – Notably the delivery of the GMFRS Capital Programme and Refurbishment programme
- Improving the experience of renters in the private and social housing sector through increasing district housing quality enforcement capabilities through the Good Landlord Scheme and the development and creation of a Good Landlord Charter for both social and private rented sectors

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

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

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

- Through the Truly Affordable Net Zero Task Force, build a programme of collaborative, cross-sector work to transform our ability to deliver net zero homes, and thus to unlock the delivery of 30,000 TANZ homes by 2038
- Continued development of infrastructure plans to support strategic growth locations to enable the delivery of developments set out in the Spatial Framework – working with TfGM and Utilities to focus their investment activities and ensure collaborative and efficient delivery; This includes the development of an Integrated Water Management Plan to be agreed and implemented during 2023. This activity is a mechanism to enable the delivery of multiple GMS objectives relating to economic growth, the environment, skills, Public Sector Reform, social inclusion and addressing the inequalities across GM.
- Working in partnership with the 10 local authorities to build capacity to develop comprehensive development plans and support the delivery of Local Authority priorities in relation to the 6 Growth Locations identified across Greater Manchester. This work and support is critical to influencing the public and private sector development coming forward and to implementation of the spatial plan ambitions and planning policies to address GMS objectives. This activity sees actual development coming forward and creating places and communities for the future, supporting our drive for Net Zero home delivery in an untested and immature market.
- Working with LAs on the development of Creative Improvement Districts to increase vitality of town centres and high streets, driving new models of business and employment, seeing the creation of good, localised jobs and businesses which are rooted in place and changing the mix of the business base of town centres and high streets towards creative industries, night time economy and culture; some of the fastest growing sectors of the economy.
- Implementation of Night Time Economy Strategy and early stage development of successor plan – working with the GM Night Time Economy Adviser, local, national and international partners to deliver the ambitions outlined in the Night Time Economy Strategy, including working with Local Authorities across GM to see a safer, more diverse and more vibrant night time economy that reverse high street and town centre decline, whilst also seeing economic growth and good jobs in one of the foundational economic sectors worst hit by the pandemic.
- Develop, adopt and implement a new GM Culture Strategy which is reflective of the people and communities of Greater Manchester, bringing vibrancy, opportunities and the best of local, national and international culture to the city region.

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

[TBC]

- Through the Tripartite agreement, work with NHS GM Integrated Care and GM Housing Providers, and with partners in localities, to ensure a baseline locally-based service provision of Healthy Homes services to allow people to live well at home for longer

<ul style="list-style-type: none"> <li>Work with Strategic Partners such as Homes England and the utility providers to support delivery of development across the Growth Locations.</li> </ul>					
<b>Directorate activities / deliverables</b>	<b>Asks / Dependencies on other Directorates</b>	<b>OBJ 1</b>	<b>OBJ 2</b>	<b>OBJ 3</b>	<b>OBJ 4</b>
Economy Blueprint	Work and skills team / Comms / Research / Police and Crime / Economy / PSR			X	
Culture Fund / Cultural Investment Approach	All Directorates		X		
Creative Improvement Districts	Digital / Skills / Economy / Finance / Research / Comms / Corporate			X	
<b>GM Culture Strategy</b>	comms / research			X	
Night time economy Strategy	Work and skills team / Comms / Research / Police and Crime / Economy / PSR			X	
<b>Places for Everyone</b>	Research / Comms	X			
<b>Growth Locations</b>	All Directorate			X	
Housing Strategy	All Directorates			X	
<b>Estates Management</b>	Digital / Comms / Finance	X			
<b>Corporate Calendar</b>					
For your key activities highlighted above please include quarterly delivery milestones.					
<b>Milestones</b>					
<b>Directorates key activities / deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
<b>OPE (One Public Estate)</b> – Ensure strategies in place across 10 LAs and partners to ensure programme outputs are achieved (Capital receipts/Estates optimisation/Land released/Jobs creation) and reported		X			
<b>Fire Estates SAMP</b> (strategic Asset Management Plan) – Agreed priorities, phasing, and funding to re-invest, re-purpose or recycle land and property			X		
<b>SEG (Strategic Estates Group)</b> – Embed governance framework, roles & responsibilities for core stakeholders across 10 LAs to agree strategic priorities for land and		X			

property as a key enabler to transformation of public services.				
<b>Decarbonisation</b> - Develop a Public Sector Decarbonisation Programme across partners, to define activity and measures to meet carbon neutrality targets				X
<b>Police (GMP) Estates SAMP</b> (Strategic Asset Management Plan) Agree 10-year plan and principles to include Immediate priorities, medium and long term plan for the operation of an effective and efficient estate.		X		
<b>Places for Everyone</b> – Complete Examination in Public, receive report from Planning Inspectorate, consult on modifications, proceed to adoption by the nine districts				X
<b>Good Landlord Charter</b> – co-production of a draft Charter, public consultation and commence implementation of an agreed final Charter			X	
<b>GM Culture Strategy</b> – development, adoption and implementation of a new GM Culture Strategy which is reflective of the people and communities of Greater Manchester.		X	X	
<b>GM Night Time Economy Strategy</b> – effective implementation of the priorities set out in the GM NTE Strategy, including supporting LAs with Creative Improvement District Development				X
<b>UK Shared Prosperity Fund</b> – ensure activity fulfils the requirements of UKSPF, including effective commissioning and performance management	X		X	

## Directorate: Police, Crime and Fire

<b>Brief Overview of Directorate:</b>					
<p>The police, crime and fire team support the Mayor and Deputy Mayor in carrying out the statutory police, fire and crime commissioner functions. This includes commissioning services for victims of crime, overseeing police and fire service performance, efficiency and budgets and ensuring a dialogue with partners and the public in respect of policing and fire matters.</p> <p>The teams' priorities and themes for action are set out in Standing Together – the GM Police and Crime Plan. There are several other plans and strategies that feed into, inform, and connect to it including the Fire Plan, the GMP Improvement Plan, HMPPS Reducing Re-offending Plan, Gender-Based Violence Strategy, Serious Violence Action Plan, Children and Young People Plan, the Drugs and Alcohol Plan, HMPPS Memorandum of Understanding and the Unified Public Services White Paper (to name a few).</p>					
<b>Directorate activities / deliverables</b>	<b>Asks / Dependencies on other Directorates</b>	<b>CO 1</b>	<b>CO 2</b>	<b>CO 3</b>	<b>CO 4</b>
Delivering sustained scrutiny, improvement, and accountability of GMP, GMFRS					
To develop and improve formal scrutiny mechanisms including the: - Police and Fire Deputy Mayors Executive; Police, Crime and Fire Panel, Police Accountability Meetings complaints and correspondence	Governance and Scrutiny Research Performance Finance	X	X	X	X
<b>Develop a plan to improve our scrutiny in high-risk areas for GMP for example, disproportionality, vetting and misconduct, investigations, and custody</b>	Research GMFRS	X		X	X
Ensure effective partnerships, pathways, and preventative plans (at a GM, locality, and neighbourhood) including the community, health, care and justice					
Further develop the role of Community Safety Partnerships and multi-agency problem solving	PSR Health and Social Care GMFRS	X		X	X



Deliver our GM Drugs and Alcohol Transformation Plan	PSR Research Health and Social Care	X	X	X	X
Develop a new Health and Justice Partnership and improve pathways with the integrated care system	Health and Social Care	X	X	X	X
<b>Refresh the GM Serious Violence Plan including consideration of the new serious violence duty and new joint strategic needs assessment</b>	PSR Research Health and Social Care				
<ul style="list-style-type: none"> <li>Engaging with our communities to tackle inequality and injustice in policing and the criminal justice system</li> </ul>					
Deliver the Police Race Action Plan and reduce disproportionality	Strategy and Equalities Research	X		X	X
<b>Whole system delivery of the GM Gender Based Violence Strategy including an approach to no recourse for public funds, further development of housing support and a GM perpetrators framework</b>	PSR Health and Social Care Housing Work and Skills Digital Communications	X	X	X	X
Deliver child centred policing plans	PSR	X			X
Improve outcomes and the experiences for victims of crime and vulnerable individuals					
Further develop our community led approaches to youth violence	PSR Research Communications	X	X	X	X
Deliver a new and improved community safety and victims survey	Research Procurement Finance	X		X	X

<b>New Victim Services Strategy Board including multi-crime Victim Service commissioning; VCOP Reporting; Digital Programme and Sexual Violence Harm Reduction</b>	Research Procurement Finance Digital	X		X	X
Deliver on the Rape and Serious Sexual Assault Review and Operation Soteria Improvement Plan	Research	X			X
Deliver Youth Justice Transformation	PSR Research	X		X	X
Delivery of the HMPPS MoU and Grant	Research Procurement Finance		X	X	
Delivery of MoJ Victims Service funding	Research Procurement Finance	X	X		
Maximise new funding opportunities from the Home Office and MOJ	Research Finance		X		
<b>Corporate Calendar</b>					
For your key activities highlighted above please include quarterly delivery milestones.					
<b>Milestones</b>					
<b>Directorates key activities / deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
New Victims and Community Safety Survey		Review Safety survey fundings	Review Victims survey findings		
New Plan for scrutiny of key GMP high risk areas	Identify new areas and plan	Monitor outcomes	Monitor outcomes	Monitor outcomes	
GM Gender Based Violence strategy delivery	#IsthisOK campaign phase 2.	Approach to no recourse for public funds	GM perpetrators framework	Engagement with LGBTQ	

				community and employers
Refresh the GM Serious Violence plan	JSNA New Serious Violence Duty Delivery Group	Development of new Plan	Publish new Plan	
New Health and Justice Partnership and pathways	Development of Mental health triage service	New Board in place	Approach to missing from home	
New Victim Service and Strategy	Tender for Victims Contract	Award of Victims Contract		

**Directorate: Reform**

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

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

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

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

Directorate activities / deliverables					
Directorate activities / deliverables	Asks / Dependencies on other Directorates	OBJ 1	OBJ 2	OBJ 3	OBJ 4
Continue to understand and respond to the impact of increases in the cost of living, particularly on the health and well-being of residents, through value-added GM activities.	Research, Strategy, Economy, Health			X	X

Begin to build an additional focus in the GM Cost of living response (and other areas related to poverty such as food security) that provides a more upstream, preventative emphasis. Linking to other relevant programmes e.g. Homelessness Prevention, Housing, Early Help, Ageing etc.	Place, Work, Skills and Education, Strategy, Economy		X	X	X
Maintain and expand the GM Food Security Action Network and undertake work to strengthen collaboration and a common purpose among existing GM mission-based action networks.	Digital, Environment, Economy, Homelessness, Health			X	X
Develop and start to implement a 5-year road map that will provide greater structure and coherence to the delivery of the Armed Forces Covenant across the city-region.	PCC, VRU, ICB, Pop Health, DPHs	X	X	X	X
Develop and deliver a gambling harm reduction action plan for GM, drawing on and taking into account the learning from our programme to-date, ongoing developments in NHS GM and 'addiction harm' more broadly, alongside other areas such as drugs and alcohol.	PCC, VRU, ICB, Pop Health, DPHs	X		X	X
Develop and embed an approach to 'lived experience in the workplace', seeking to positively influence policy design and organisational practice. This will include directly bringing in lived experience as well as enhancing our understanding of this through stronger connections in communities.	People, Strategy, PCC			X	
<b>Produce and seek system-wide engagement on a 'plan on a page' approach to our Public Service Reform strategic priorities and themes for action, for delivery in 2023 and beyond.</b>	All	X	X	X	X
Agree a joint agenda with NHS GM ICS to ensure synergy between the GMCA reform strategy and programmes and associated ambitions in the ICP strategy	PCC, Work, Skills and Education, Health,			X	X

Greater visibility of how existing and planned programmes across the directorate will tackle inequality, with specific reference to protected characteristics where relevant, and the change we expect to see.	Strategy (Inequalities)			X	
Deliver 'Changing Futures in GM' including the system change priorities and ongoing support to district innovation sites. In addition seek to establish a shared approach to responding to multiple disadvantage across GM that effectively draws together a variety of other workstreams in a coherent way.	PCC, Work, Skills and Education	X	X	X	X
Facilitate a Live Well offer across GM, including lottery funding		X	X	X	
<b>Support the ambitions of the GM LAC Sufficiency Strategy including supply of new children's homes and workforce requirements.</b>	Core Investment Team, Work & Skills, Health		X	X	X
Deliver GM Fostering Campaign	Comms			X	X
Deliver on commitments of the GM Care Leavers Guarantee	Comms, Work & Skills, Health, PCC			X	X
System response on School Readiness	Comms, Work & Skills, Health		X	X	X
Support GM ambitions on Family help and Family Hubs	Health		X	X	X
Response to workforce challenges in Children's sector	Work & Skills			X	X
Improve the offer for Children & Young People with SEND	Health		X	X	X
Closer work with localities on #BeeWell				X	X
<b>Ensure a continued year-on-year reduction in rough sleeping, including through the use of capital programmes to provide more affordable housing (specifically to reduce temporary accommodation in GM).</b>	Core Investment, Housing strategy		X	X	
Agree 2023/24 priorities for Greater Manchester Homelessness Prevention Strategy	PCC, Work, Skills & Education, Housing, Core Investment		X	X	X

Reduce use of 'Bed and Breakfast' provision for families in temporary accommodation	Housing, Core Investment			X	X
Build case and opportunity for joint strategic approach to Asylum and Migration	Asylum and Migration		X	X	X
<b>Launch an updated Greater Manchester Age-friendly strategy and action plan.</b>	Comms & Engagement, Digital, Older People's Equality Panel, Housing, Work & Skills, Strategy, LAs, all partners			X	X
Ensure older people's voice and experience inform the development and delivery of key Greater Manchester strategies. Including: 5 Year Environment Plan, ICP Strategy, Housing Strategy & Implementation Plan, Digital Strategy and Local Industrial Strategy.	Comms & Engagement, Environment, Housing, Digital, Strategy, Economy, GMICP, LAs, all partners			X	X
Deliver Year 1 of the Ageing in Place Pathfinder to accelerate our learning on new models of participative, place-based and integrated working that address the inequalities experienced by older people ageing in place.	Comms & Engagement, GMICP, Digital, LAs, all partners		X	X	X
Work with TfGM to articulate the vision for an Age Friendly Transport system for Greater Manchester and identify priority actions for delivery, including within the #beenetwork and active travel.	Comms & Engagement, LAs, all partners	X		X	X
Convene the GM Falls Collaborative to deliver a co-designed Ageing Well delivery framework and test implementation to prevent falls.	GMICP, LAs, Public Health, GM Active, GM Moving, GreaterSport, all partners			X	X
Deliver a business case proposal for the GM International Centre for Action on Healthy Ageing	UoM, MMU, Bruntwood, MFT, MCC		X		X
Focus on income maximisation and benefits uptake, including for older people	Strategy, Comms			X	X

<b>Corporate Calendar</b>				
For your key activities highlighted above please include quarterly delivery milestones.				
<b>Directorates key activities / deliverables</b>	<b>Milestones</b>			
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Continue to understand and respond to the impact of increases in the cost of living, particularly on the health and well-being of residents, through value-added GM activities.	Review membership and ToR of GM Cost of Living Response Group	To have completed and made visible findings from known or potential seasonal/time-specific impacts	To have plans for a coordinated response over winter	To have a clear direction arrived at through learning as to ongoing GM activity in supporting upstream approaches
Produce and seek system-wide engagement on a 'plan on a page' approach to our Public Service Reform strategic priorities and themes for action, for delivery in 2023 and beyond.	Consultation Version developed and stakeholders engaged	Agree final version and supporting assurance mechanisms in place	Publish system learning reports	Review of associated programmes and embedded delivery areas
Support the ambitions of the GM LAC Sufficiency Strategy including supply of new children's homes and workforce requirements.	Tender live with clear articulation of workforce requirements	Launch of refreshed LAC Sufficiency Strategy	Agree delivery vehicle for GM Children's homes (Project Skyline)	
Ensure a continued year-on-year reduction in rough sleeping, including through the use of capital programmes to provide more affordable housing (specifically to reduce temporary accommodation in GM).	Confirm Delivery Arrangements for Capital	Launch of new Restricted Eligibility Service and	Launch of Rough Sleeping Data	2023 Rough Sleeping Figures



	<p>Schemes (LAHF, SHAP, Homeless Families)</p> <p>£2m Investment secured from Integrated Care Board.</p>	<p>ongoing monitoring</p> <p>Housing First Legacy Plans approved at GMCA.</p>	<p>Framework October 2023.</p> <p>Supporting transition from RTOF to Refugee Employability Programme.</p>	<p>Published by DLUHC. Develop policy paper on joint regional approach to migration and asylum. Develop case making for sustainable models in models of prevention e.g. Pathfinder, GMHF, CF etc.</p>
<p>Launch an updated Greater Manchester Age-friendly strategy and action plan.</p>	<p>Draft report to Ageing Hub Executive, with action plan</p>	<p>Public version produced</p>	<p>Oct: launch strategy &amp; action plan</p>	<p>Evaluation of impact of launch</p>

## Directorate: Research

### Brief Overview of Directorate

The Research Team provides research and intelligence for all Greater Manchester Strategy policy areas and cross-cutting policy themes, supporting all areas of public policy for the GMCA and wider partners (e.g. the Local Authorities, Greater Manchester Integrated Care Partnership, Greater Manchester Police and Transport for Greater Manchester). Our capabilities include:

Research	Quantitative Skills
Scoping/Research Question Design Managing research projects Report Writing Literature Review Policy Analysis Procurement and Project Management of external experts e.g. academics /survey partners	Data Visualisation e.g. Tableau Advanced Excel General Statistical Analysis e.g. SPSS Mapping/GIS (Static and interactive maps/spatial analyses) Quantitative Surveys – design and delivery, e.g. GM Consult, Microsoft Forms Programming Languages e.g. R and VBA primarily and some use of SQL and Python Modelling (Scenario Analysis) Basic AI/Machine Learning
Appraisal and Evaluation	Qualitative Skills
Developing theories of change and logic models Financial appraisal and cost benefit analysis Process Evaluation Impact Evaluation Procurement and Project Management of Evaluation Partners	Qualitative surveys – design and delivery, e.g. GM Consult, Microsoft Forms Structured and semi-structured interviews Focus Groups Participatory and co-production methods

**Team development priorities for 2023/24:** We will continue to raise the impact and visibility of all the research listed in this plan. This is alongside developing our capabilities and experience in evaluation and qualitative research. We will also be working closely with the digital team to develop a more effective data analytics platform to store, manage and enable high quality analysis of the growing range of datasets which GMCA holds.

**Directorate delivery:**

Directorate activities / deliverables	Asks / Dependencies on other Directorates	CO 1	CO 2	CO 3	CO 4
<b>Cross Cutting Activities</b>					
Greater Manchester Strategy Performance Monitoring – reporting progress against GMS ambitions, including the implications of spatial and demographic variation across the city region	All	X		X	X
Monitoring, insight and analysis to support GMCA corporate functions and mayoral initiatives, including quarterly Corporate Metrics, monthly mayoral trackers and regular input to the Manifesto Delivery Group	All	X		X	X
Supporting Devolution Trailblazer and other related devolution initiatives with relevant underlying evidence and quantitative and qualitative insight	All		X	X	X
Provide research support for all aspects of the equalities / in-equalities agenda, including supporting the work of the GM equality panels	All			X	X
Regular reporting and analysis of key national datasets, most prominently the latest Census outputs – cross-thematic briefings and insight will feed into programme delivery activities	All	X		X	X
Continue to be part of the SIPHER consortium – joining up academic developments in systems science with policy making, especially related to inclusive growth and housing quality.	All	X		X	X
Cost of living and cost of doing business: Cost of Living Dashboard providing insight into the rising cost of living in Greater Manchester. Including intelligence on housing, homelessness, food and fuel and health and wellbeing. Economic Resilience Dashboard providing regular intelligence on current economic conditions, business and consumer confidence.	Reform / Economy	X		X	X

Co-lead of the Greater Manchester Residents' Survey providing regular insight on residents' experiences and attitudes towards key issues such as cost of living, food insecurity, good work and digital inclusion.	Reform/Digital/Economy	X		X	X
UK Shared Prosperity Fund – Research support to define scope and requirements of individual programmes including bespoke support to policy teams. Lead and manage evaluation programme for UKSPF – delivering individual evaluations / procuring external evaluations.	Economy/Education Skills and Work/Place	X	X	X	X
TANZ (Truly affordable net zero homes) research workstream – literature review, best practice examples and qualitative interviews to gather evidence of experiences of living in net zero homes. Commission external consultancy to undertake additional research on supply chains.	Place/Environment/Economy/ Education Skills and Work		X		X
Growth Locations – support the delivery of development in the GM Growth Locations through insight and evidence work across multiple thematic areas including the development of a Place Based Appraisal Framework	Place / Economy	X	X	X	X
<b>Team Development Activities</b>					
Developing our evaluation offer, to support the needs of the organisation including: (1) building a practical evaluation toolkit; (2) developing a modular training programme; (3) contributing to GMCA's Strategic Commissioning Framework (Pillar 1: 'Policy, Strategy and Research'); (4) ongoing development of GM Cost Benefit Analysis model.	All	X	X	X	X
Developing our qualitative offer, to support the needs of the organisation including: creation of common templates; writing up case studies of our qualitative work; and sharing learning from qualitative projects.	All	X	X	X	X
Data Analytics Platform for Research Team to store and provide access to large and varied datasets in a simple and consistent way. It will provide secure access to data for GMCA and wider partners and enhance our visualisation, spatial and analytical capabilities.	All (initially Digital / Education, Skills and Work, Environment / Reform and Place)	X	X	X	X
<b>Digital and Information Governance</b>					
Understanding the size and scope of digital businesses in GM, identifying strengths and opportunities to inform the refresh of the GM Digital Blueprint	Digital, Economy			X	X
Supporting digital inclusion initiative through understanding digital exclusion and vulnerability across GM	Digital, Reform			X	X

Strategic support to Information Governance team, including: delivery plan for Information Strategy and CDEI report recommendations	Digital				X
Operational support to Information Governance team (esp. GMCA-TfGM-GMFRS internal) including: Business intelligence, including monitoring and evaluation.	Digital	X			X
Broader Information Governance support: Activities to support system-wide change in Information Governance and horizon scanning	Digital	X		X	X
<b>Economy</b>					
Production of key economic evidence for the GMCA and LEP, including the Economic Resilience Dashboard, GM Economic Factbook, and GM International Dashboard.	Economy	X		X	X
Economic forecasting activities (including through pan-North initiatives) to support long term planning activities	Economy				X
Research and evaluation to support development of sectors or individual businesses in GM including through the Innovation Accelerator, the Foundational Economy Challenge Fund and the refresh of the GM Local Industrial Strategy	Economy	X	X		
<b>Education, Work and Skills</b>					
Ongoing analysis of the labour market to support individual programmes (eg. Skills Programmes, Working Well etc) and overall strategic thinking on the labour market. Production of evidence and data products for the Skills and Economy directorates (eg. LMSR)	Education, Work and Skills			X	X
EWST intelligence & data response: Understanding skills needs and programme data to guide policy initiatives, for instance to match skills supply and skills demand across GM.	Education, Work and Skills	X	X	X	X
Evaluation activity. For example, support for the evaluation of individual programmes (eg. Kickstart)	Education, Work and Skills	X	X		
Research support – expertise and advice on the labour market and skills system. This includes for GM districts.	Education, Work and Skills				
Providing bespoke support to the GM Life Readiness work programme: monitoring and outcomes frameworks (GMACS; Careers Hub); user research and process evaluation (Curriculum for Life; Our Pass); thematic insights (technical education)	Education, Work and Skills	X	X		

<b>Environment</b>					
Provide research support to develop the next Five-Year Environment Plan, and subsequent associated plans (e.g. Local Nature Recovery Strategy, Integrated Water Management Plan, Adaptation Plan).	Environment, Place	X	X	X	X
Support targeting and undertake evaluation of retrofit programmes of work, including informing subsequent funding applications	Environment	X	X		
Research to inform behavioural insights/sustainable lifestyles policy development – e.g. around air quality or waste initiatives	Environment			X	X
<b>Place</b>					
Places for Everyone evidence base, consultation and ongoing monitoring.	Place	X	X	X	X
Production of key place evidence to support GMCA and wider partners including Housing Market Monitor / growth locations / mappingGM	Place	X	X	X	
Good Landlord Charter – private rented sector survey and GLC consultation	Place	X			X
Provide the evidence base for the implementation of the GM Night Time Economy Strategy, and development of the GM Culture Strategy	Place, Economy	X	X	X	X
<b>Police and Crime</b>					
Supporting the Police and Crime Plan Keeping People Safe initiatives including the quarterly victims survey, monitoring victims support services, analysis to support sexual violence reviews and research and analytical support for the GM Complex Safeguarding Hub	Police and Crime	X		X	X
Supporting the Police and Crime Plan Reducing Harm and Offending initiatives including research and evaluations for GM Violence Reduction Unit, GM Perpetrator programmes, GM Integrated rehabilitation Services, and the Child Centred Policing strategy.	Police and Crime	X	X	X	X
Supporting the Police and Crime Plan Strengthening Communities and Places initiatives including research, insight and analysis for local Community Safety Partnerships	Police and Crime	X	X	X	X
<b>Population Health</b>					
Providing research, analysis, and insight to inform the strategy and priorities of the Population Health team within NHS Greater Manchester Integrated Care System		X			X

Research project exploring homelessness and insecure housing and use of / readmittance to emergency health services	Reform	X			X
Contract management of the qualitative evaluation of the Warm Homes Pilot	Place	X	X		
Sharing findings from the GM Mental Well-Being Assessment (to be completed Q4 2022/23) and building on findings where appropriate					X
Supporting the GM Population Health Board and the Build Back Fairer Workstream with bespoke research and analysis				X	X
<b>Reform</b>					
Providing GM monitoring and Insight for the Supporting Families programme, including supporting individual district analysts, and embedding new data flows through the Data Accelerator programme	Reform	X	X	X	X
Providing monitoring, insight and evaluation of initiatives around homelessness and vulnerability including A Bed Every Night, homelessness prevention and programmes for asylum seekers	Reform	X	X		
Providing bespoke support to the GM Early Years / School Readiness programme: insights work (childcare sufficiency; child development monitoring); themed analysis for pathway development (e.g. speech & language); digital transformation-related analysis.	Reform	X	X		
Providing a dedicated research, analysis and evaluation function in support of the GM Children and Young People Programme – 2023/24 strategic priorities	Reform			X	X
Design and deliver a suite of products to review and evaluate the Greater Manchester mental health transformation programme: range of community and crisis mental health transformation themes (e.g. severe mental illness; crisis care; mental health in education)	Reform	X	X		
Support the evidence needs of the GM Ageing Hub	Reform	X	X	X	X
<b>Corporate Calendar</b>					
For your key activities highlighted above please include quarterly delivery milestones.					
<b>Milestones</b>					
<b>Directorates key activities / deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	

Greater Manchester Strategy Performance Monitoring – publication of 6-monthly progress reports, with evidence inputs	X		X	
Data Analytics Platform for Research Team - Delivery and Training			X	X
Foundational Economy Challenge Fund – Commissioning Evaluation Partner and Bid Scoring	X			
Monitoring and insight around homelessness and vulnerability – ABEN End of Year Reporting and Annual Rough Sleeper Count Analysis	X			X
Good Landlord Charter – Research (survey, focus groups and desk top evidence) and Consultation	X		X	
Places for Everyone - Consultation			X	
Violence Reduction Unit Strategic Needs Assessment				X
Police and Crime Plan - Annual Report		X		



## Directorate: Strategy

### **Brief Overview of Directorate**

The Strategy Team's primary functions are:

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

The team is directly responsible for the development of the Greater Manchester Strategy and delivery of the GMS and has a key role to play in monitoring and coordinating the delivery of GMS actions. Much of the work undertaken by the team provides an enabling function to policy and delivery teams of the GMCA and the political leaders. The team provides rapid, high quality analysis, data, advice and briefing to enable effective and timely and informed decision-making. The team is split into a number of sub teams with responsibilities as set out below:

- Mayoral Engagement - Provide timely support to the Mayor & CA senior leadership
- Public Affairs & Government engagement - Supporting and reinforcing delivery of Greater Manchester priorities by engaging with and cultivating strong relationships with Government, Parliamentary and External Partners, securing advocacy for our ambitions.
- International - Lead on developing international relations for GMCA & Mayor including city-to-city collaborations
- Equalities – facilitating engagement with communities-of-identity to inform targeted interventions by GMCA and partners, with strategic leadership from the Tackling Inequalities Board

<ul style="list-style-type: none"> <li>• VCSE – collaboration with the VCSE sector and partners to facilitate delivery of an effective Accord</li> <li>• GMS - Lead on strategy development and coordination</li> <li>• Corporate – Lead on the development of the corporate plan and annual business plans with aligned directorate plans</li> <li>• Fiscal events and devolution strategy – Lead GM’s response to government fiscal events (Spending Reviews and Budgets) and provide corporate ownership of response to the Levelling Up agenda and devolution negotiations</li> </ul>					
Directorate activities / deliverables	Asks / Dependencies on other Directorates	OBJ 1	OBJ 2	OBJ 3	OBJ 4
<ul style="list-style-type: none"> <li>• <b>Ensure effective systemwide delivery of GMS, with production of regular progress reports, including inputs from Local Authorities and other partners</b></li> </ul>	Input required from Directorates				X
<ul style="list-style-type: none"> <li>• Lead the development of the annual GMCA business plan, with aligned directorate plans, to sit alongside the three year corporate plan</li> </ul>	Input required from Directorates				X
<ul style="list-style-type: none"> <li>• Lead the development of LGA Corporate Peer Challenge action plan and monitoring of progress</li> </ul>	Input required from Directorates			X	X
<ul style="list-style-type: none"> <li>• Continued engagement with LA Strategy leads via regular meetings, sharing of intelligence and analysis and ongoing dialogue</li> </ul>				X	
<ul style="list-style-type: none"> <li>• Continue work to support VCSE Leadership Group and ongoing development of VCSE Accord Delivery Plan (2023/26), working in partnership with the sector and Health &amp; Care</li> </ul>				X	X
<ul style="list-style-type: none"> <li>• Work with local authority, health and VCSE partners to convene the first meeting of the GM VCSE Forum, aimed at further development of consistent working practices</li> </ul>				X	X
<ul style="list-style-type: none"> <li>• Establish the Inclusive Ownership Hub / Platform</li> </ul>		X			X
<ul style="list-style-type: none"> <li>• Co-ordinate delivery of projects linked to the VCSE Accord (e.g. UKSPF E11)</li> </ul>				X	X

<ul style="list-style-type: none"> <li>Continued engagement with LA Equality leads via regular meetings, sharing of intelligence and analysis and ongoing dialogue</li> </ul>				X	
<ul style="list-style-type: none"> <li>Continue to support the GM Equality Panels, strengthening impact of activities through stakeholder engagement and continued financial investment</li> </ul>				X	X
<ul style="list-style-type: none"> <li>Lead the development of GM Race Strategy</li> </ul>				X	X
<ul style="list-style-type: none"> <li>Lead the development of GM response to the Big Disability Survey findings</li> </ul>				X	X
<ul style="list-style-type: none"> <li>Continued joint working with Reform Directorate on development of a strategic response to tackling poverty</li> </ul>				X	X
<ul style="list-style-type: none"> <li>Lead commissioning of a GM Civic Leadership Programme for racially minoritised communities</li> </ul>				X	X
<ul style="list-style-type: none"> <li>Facilitate the Tackling Inequalities Board and Tackling Inequalities Executive Group</li> </ul>				X	X
<ul style="list-style-type: none"> <li>Ensure effective systemwide delivery of the Greater Manchester International Strategy, including leading the development and delivery of Implementation Plan</li> </ul>	Input required from Directorates		X	X	X
<ul style="list-style-type: none"> <li>Lead the delivery of Mayoral / GMCA Missions</li> </ul>	Input required from Directorates		X	X	
<ul style="list-style-type: none"> <li>Continue successfully hosting international delegations, and building relationships with key markets as identified in the Greater Manchester International Strategy</li> </ul>	Input required from Directorates			X	X
<ul style="list-style-type: none"> <li>Work with local authority, business and community partners to establish a GM – Pakistan Forum</li> </ul>				X	
<ul style="list-style-type: none"> <li>Continue providing the secretariat function for the GM-Bangladesh Partnership Board and the GM-Japan Steering Group.</li> </ul>				X	
<ul style="list-style-type: none"> <li>Continue developing city region to city region relationships including with Osaka (Japan) and the Ruhr metropolitan region (Germany)</li> </ul>	Input required from Directorates			X	
<ul style="list-style-type: none"> <li>Follow up from US Mission in March 2023, including developing relationships with Austin, New York City and North Carolina</li> </ul>	Input required from Directorates			X	

<ul style="list-style-type: none"> <li>Work to improve GM's Export intelligence</li> </ul>	Input required from Directorates			X	
<ul style="list-style-type: none"> <li>Support the trailblazer 'trade and investment' negotiations and implementation of outcomes</li> </ul>	Input required from Directorates				X
<ul style="list-style-type: none"> <li>Continue providing comprehensive support to the Transport Commissioner and Active Travel Commissioner including provision of briefings and advice, managing inboxes, diary management, drafting of correspondence and attendance in meetings / visits</li> </ul>					
<ul style="list-style-type: none"> <li>Continue providing support for Bee Network Governance Meetings including advising on agenda items, preparation of papers and taking notes in meetings</li> </ul>					X
<ul style="list-style-type: none"> <li>Work with TfGM to co-ordinate implementation and delivery of Active Travel Commissioner's 'Refresh the Mission' recommendations</li> </ul>				X	X
<ul style="list-style-type: none"> <li>Continue joint working with TfGM to ensure delivery of GMCA transport priorities</li> </ul>		X		X	X
<ul style="list-style-type: none"> <li>Continue supporting Mayor at Transport for the North Board and Rail North Committee meetings</li> </ul>					
<ul style="list-style-type: none"> <li>Continue supporting Mayor on various health priorities including Live Well With Cancer, HIV Fast Track City Programme and delivery of GM Autism Strategy</li> </ul>	Input required from Directorates	X		X	
<ul style="list-style-type: none"> <li>Continue to support the GM Women's Football Board, including providing secretariat support and organisation of events and receptions</li> </ul>		X		X	
<ul style="list-style-type: none"> <li>Continue monitoring implementation of Mayoral manifesto commitments</li> </ul>	Input required from Directorates			X	X
<ul style="list-style-type: none"> <li>Work with GMCA Culture Team to deliver Mayor's Artist of the Month Initiative</li> </ul>	Input required from Directorates				
<ul style="list-style-type: none"> <li>Continue providing comprehensive support to the Mayor including provision of advice and briefings, drafting of correspondence and attendance in meetings / visits</li> </ul>	Input required from Directorates				

<ul style="list-style-type: none"> <li>Continue leading on drafting of Mayoral speeches across a range of policy areas</li> </ul>	Input required from Directorates				
<ul style="list-style-type: none"> <li><b>Secure an ambitious Trailblazer Devolution Deal between Government and Greater Manchester and take actions to support GM system and GMCA to be prepared to deliver</b></li> </ul>			X		X
<ul style="list-style-type: none"> <li>Provide corporate leadership of the programme of work to implement the Trailblazer Deal, inc. governance and public consultation, organisational readiness, and preparations for negotiating first Single Settlement (if agreed)</li> </ul>		X	X	X	X
<ul style="list-style-type: none"> <li>Provide corporate lead (or at least support) in responding to additional cross-cutting government policy initiatives which emerge over the year (e.g. new iterations of the Investment Zones policy)</li> </ul>				X	X
<ul style="list-style-type: none"> <li>Work with Public Affairs branch to influence the wider English Devolution debate, inc. amongst opposition parties and think tanks</li> </ul>					X
<ul style="list-style-type: none"> <li>Provide officer lead for GM's engagement with the M10 network, including plans to expand the network to include new areas with devo deals</li> </ul>					X
<ul style="list-style-type: none"> <li>Government engagement: providing Government with insight into our priorities, improving intelligence sharing between Government and GM and cultivating relationships with key influencers. Facilitated by bi-lateral meetings and visits to GM.</li> </ul>					X
<ul style="list-style-type: none"> <li>Parliamentary engagement: increasing awareness of our priorities and developing cross-party relationships. Facilitated by regular meetings and briefings.</li> </ul>					X
<ul style="list-style-type: none"> <li>External affairs: promoting awareness of our and the LEP priorities to businesses, membership organisations and the third sector.</li> </ul>					X
<b>Corporate Calendar</b>					
For your key activities highlighted above please include quarterly delivery milestones.					
<b>Milestones</b>					
<b>Directorates key activities / deliverables</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	

Publish GMS six month progress report			X	
Develop 2024/25 Business Plan (to be in place 1 <sup>st</sup> April)				X
Implement the LGA Peer Review action plan	X			
Publish VCSE Accord delivery Plan 2023/26		X		
Launch Inclusive Ownership Hub / Platform				X
Equality Panel Annual Reports		X		
Publish a Greater Manchester Race Equality Strategy / Action Plan		X		
Report progress by the Disability Task and Finish Group			X	
Commission and Launch Year 2 Civic Leaders Programme	X			
Publish Implementation Plan for International Strategy	X			
Lead the delivery of Mayoral / GMCA Missions			X	
Agree Trailblazer Devolution Deal	X			
Finalise implementation of Trailblazer Deal				X
Political Party Conference Season			X	

**Directorate: Waste and Resources Team**

**Brief Overview of Directorate**

The Waste and Resources team primary function is to deliver GMCA’s statutory duties as a waste disposal authority. This is accomplished through the management of the largest waste contracts in Europe for the receipt, recycling, recovery and disposal of c.1.1 million tonnes per annum of waste collected by 9 of the Greater Manchester waste collection authorities (excluding Wigan) and received from residents at the network of Household Waste Recycling Centres (HWRCs). The team is responsible for managing and maintaining all waste processing facilities to ensure facility availability and service delivery. In addition, the team delivers a communications, education and behavioural change programme designed to raise awareness and participation in recycling and reuse schemes. As well as managing today’s waste, the team also maintains several former landfill sites across Greater Manchester to ensure the infrastructure is safe, operational, and effective. Waste management will be subject to significant policy changes in 23/24 and the team is responsible for reviewing the impact of policy changes on waste collection and disposal and developing strategic plans to meet the challenges from new national policy.

<b>Directorate activities / deliverables</b>	<b>Asks / Dependencies on other Directorates</b>	<b>OBJ 1</b>	<b>OBJ 2</b>	<b>OBJ 3</b>	<b>OBJ 4</b>
<b>Review the implications of the National Resources and Waste Strategy on the contracts for service delivery and finance</b>		X	X	X	X
Develop biowaste strategy		X	X	X	X
Finalise position on future of Raikes Lane Energy from Waste plant	Estates	X	X		

Commence market testing for decision making on contract extension or procurement including development of shadow model and waste market review	Procurement/Legal	X	X	X	
<b>Decision on extension of contract or procurement for services post 2026</b>	Legal	X	X	X	
Develop GM waste strategy	Environment	X	X	X	X
Complete study on modification of materials recovery facility (MRF) to separate pots, tubs and trays (PTTs)		X	X	X	
Finalise response to policy changes on dust management for persistent organic pollutants (POPs)		X	X	X	
<b>Continue the development of the Reliance Street site to upgrade the HWRC and TLS</b>		X	X		
Ensure the assets are being operated and maintained in accordance with the Contract Specification and service changes that may be required.	Estates	X	X		
Monitor the performance of Suez against the performance management framework and Service Delivery Plans (SDPs), applying financial penalties where applicable	ICT – Tableau/ Power BI/ SQL	X	X		
Proactive approach to monitoring legislation and policy changes affecting the waste and energy sectors		X	X	X	X
Develop plans to decarbonise the service, assets and infrastructure		X	X	X	X
Develop and deliver the Communications and Behavioural change plan on behalf of the 9 waste collection authorities	Digital Services	X	X	X	X
Working in partnership with districts and Suez to maximise the social return on investment derived from the contracts		X	X	X	X
Waste Data Flow – WCA and WDA data verified; compiled; distributed and submissions entered in line with statutory requirements		X		X	
<b>Complete process to return 2 former landfill sites to MCC</b>	Estates/Legal				
<b>Corporate Calendar</b>					
For your key activities highlighted above please include quarterly delivery milestones					
<b>Milestones</b>					
<b>Directorates key activities / deliverables</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Suez annual report received and reviewed		X	X		
Waste Data Flow – WCA and WDA data verified; compiled; distributed and submissions entered		X	X	X	X



Initial tonnage forecasts from Districts for 24/25 levy allocation received and reviewed			X	
Final tonnage forecasts from Districts for 24/25 levy allocation received and reviewed			X	
GMCA Directorate and Mayoral Tracker data	X	X	X	X
Budget and Levy for 24/25 finalised and approved				X
Review data for access restriction measures at HWRCs and revised policy	X	X		
Commence review of Suez contracts performance and delivery		X		
Commence market testing for decision making on contract extension or procurement			X	
Suez Service Improvement Plan received and reviewed				X
Suez Service Delivery Plans received, and review commenced, with final versions completed by April 24				X
Review Defra responses to Resources and Waste Strategy consultations and review implications	X			
Commence development of GM Waste and Resources Strategy			X	
Complete demolition of AD facility at Reliance St	X			
Construction commencement on HWRC at Reliance St		X		
Confirm approach to dust management for POPS to Environment Agency		X		
Complete optioneering for plastics at Longley Lane		X		
Complete options appraisal for decarbonisation of waste estate		X		
Commence installation of StorPower infrastructure at Salford Rd		X		
Finalise review of applications for Community Fund and confirm successful projects		X		
Open Community Fund for applications for 24/25 funding round				X
Undertake waste composition analysis	X	X	X	X

