

Greater Manchester Combined Authority

Resources Committee

Date: 27th October 2023

Subject: Six month progress update on the 2023/24 GMCA Business Plan

Report of: Eamonn Boylan, Portfolio Lead Chief Executive for Policy & Strategy

Purpose of Report

To provide members with an update on the delivery of the 2023/24 GMCA Business Plan.

Recommendations:

The GM Resources Committee is requested to:

Note the progress on delivery of the 23/24 Business Plan, and review and comment on the proposed approach to oversee its ongoing delivery, as well as the development of the 24/25 Business Plan.

Contact Officers

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Equalities Impact, Carbon and Sustainability Assessment:

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

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

Risk Management

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

Legal Considerations

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

Financial Consequences – Revenue

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

Financial Consequences – Capital

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

Number of attachments to the report: 2

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

2023/24 GMCA Business Plan [GMCA Part A Report Template \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk)

Tracking/ Process

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

No

Exemption from call in

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

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction/Background

1.1 The annual [GMCA Business Plan 2023/24](#) was approved by the Resources Committee in May 2023. It sets out the key activities that GMCA will deliver for the people and places of Greater Manchester over the next 12 months.

1.2 This six month progress report sets out the approach that has been agreed to support delivery of the Business Plan and wider organisational development. It also provides a progress update on the delivery of the whole organisation commitments set out in the Business Plan as well as some of the key deliverables cited in the Plan.

2. Delivery of the 2023/24 Business Plan

2.1 Following the adoption and launch of the 2023/24 Business Plan it was agreed that there was an ongoing role for the Business Plan working group, with representation for every Directorate, to support delivery of the Plan and wider organisational development.

2.2 GMCA is committed to expanding and developing leadership across the organisation. The Extended Leadership Network (ELN) draws its membership from across the business, and includes Senior Leadership Team, Assistant Directorates and Heads of Services. This network exists to shape and support organisational delivery, acts as a key communication mechanism for effective management of the business and supports greater cross-directorate collaboration in the design and delivery of our activities.

2.3 The whole ELN meets monthly at ELN Connect meetings, with a sub-set of this group also meeting monthly as the ELN Hub. This was developed to drive the 'behind the scenes' coordination and development of ELN activities and developed at a time when there was no similar all directorate representative forum considering corporate issues and seeking to facilitate greater coordination and visibility of activities across the organisation. The ELN Hub has a representative from each Directorate and has responsibility for the development and oversight of delivery of the Business Plan.

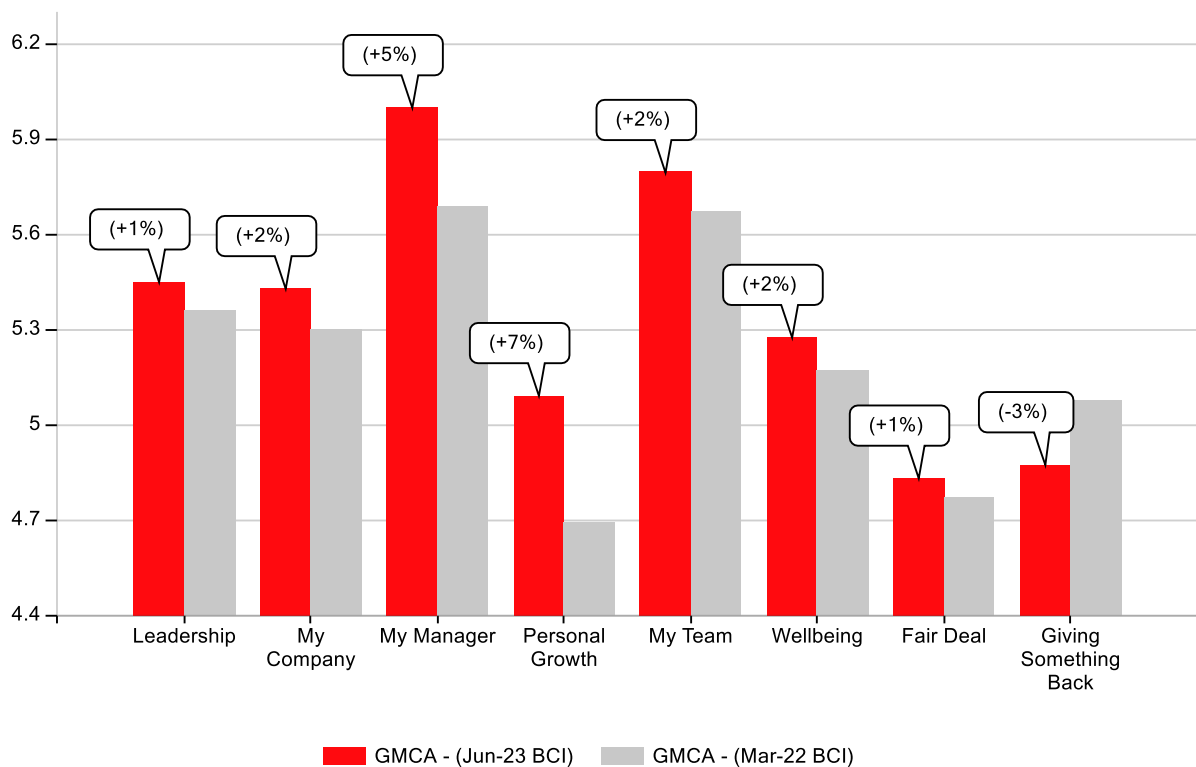
2.4 The ELN Hub's role and purpose is set out in full in the group's Terms of Reference but broadly comprises:

- Managing and co-ordinating the wider Extended Leadership Network
- Leading cross-team / organisation-wide collaboration opportunities
- Monitoring delivery of current business plan priorities and objectives
- Developing and launching future business plans

3. Progress against whole organisation commitments

3.1 The organisation has made real progress over the last six months and has been responsive to feedback from staff as it has sought to progress the commitments made in the Business Plan.

3.2 This year's b-Heard survey results show that overall, staff feel more positive across the eight factors of engagement than they did in 2022 (see chart below). This uplift in scores is encouraging and perhaps reflect the positive changes that the organisation has made over the last year in response to last year's survey findings, for example with the all staff away day, the development of the People Strategy and launch of the Learning and Development Framework.



3.3 Over the last few months, the ELN Hub has undertaken work to identify some areas of activity, which can be prioritised for further development and delivery of whole

organisation activities. This has drawn on the 2023-24 business plan commitments; the latest b-Heard survey results; and a review of the corporate risk register.

3.4 Three areas have been selected for initial development and task and finish groups are being established for each to review the issues and develop responsive actions. Staff from across all directorates, grades and roles have signed up to be involved and for each group, a Chair will be identified. The three task and finish groups will be as follows (provisional titles):

- Task and finish group 1: An organisation that maximises the talent it has and provides a range of learning and development opportunities
- Task and finish group 2: Prioritising the well-being of our people so that they are happy, healthy and strong in the workplace
- Task and finish group 3: Strong, visible and influential leadership in the environmental sustainability agenda

3.5 The task and finish groups will work with any existing activity in that area, review the scope of current activity and determine the role and remit for any further work required to progress that priority. The task and finish groups will also work to produce tangible outputs which will be able to be seen / felt across GMCA over the coming months.

3.6 Additional to these three priority areas, whole organisation activity will be developed, considering the organisational implications and wider system working associated with the implementation of the latest devolution deal and single settlement agreements.

3.7 These developments will also be highlighted to the Local Government Association (LGA) Peer Review Team, who will return to GMCA on Monday 6th November for a progress visit. The actions agreed in response to the LGA report were embedded in the Business Plan and this visit will provide opportunity to discuss organisational progress on the recommendations made by the review team in November last year and to discuss developments since their original visit.

4. Progress against key deliverables in Q1 2023/24

4.1 The Business Plan highlighted some examples of key deliverables that had organisational wide impact and overall performance here is positive. Whilst progress

data is not yet available for all, a number of positive steps have been made towards the achievement of the overall targets, including:

Directorate progress:

- Work to refresh the Five Year Environment Plan has begun with a number of listening events held in Q1 23/24 and drafting due to begin in the next quarter, along with the 6th annual GM Green Summit held in October.
- Work is also underway to develop a Local Nature Recovery Strategy, following the confirmation of around quarter of a million pounds of funding from national government
- On rough sleeping, delivery arrangements for capital schemes have now been confirmed and a £2m investment has been secured from the integrated care board, helping to maintain efforts to ensure a continued year on year reduction in rough sleeping.
- A consultation has been delivered to inform our refreshed Age Friendly Strategy for 2023-33, to provide an updated picture and response to the experiences of older people in Greater Manchester.
- In place, the current phase of the examination in public consultation on our Places for Everyone plan has completed. We have now had confirmed from the examiners how the plan will progress with further consultation over the autumn working towards full adoption early next year
- Discussions are continuing at pace with government around the detail of the trailblazer devolution deal and development of implementation plans.
- Plans for the new MBacc technical education qualification have been set out – supporting the business plan goal of implementing an Integrated Technical Education city-region in Greater Manchester
- The refreshed digital blueprint has now been unveiled – this sets out a vision for digitally enabling a greener, fairer, more prosperous city region for everyone
- Delivery of the digital programme of work has begun. This includes work to improve digital inclusion, with the opening of the 139th Data Bank in GM and a total of 23,842 free data SIM cards distributed. It also includes work to tackle the digital skills shortfall, with 575 people having attended digital skills bootcamps by the end of Q1 23/24.

- Significant engagement activities with partners and planning underway for the potential implications of the planned national resources and waste strategy, who could be impacted by any changes to the Government's preferred model of waste collection.
- The latest data continues to show the percentage of household waste diverted from landfill is above target (98.5%, target 95%).
- For Police, Crime and Fire – we have started consulting on our new Greater Manchester violence reduction strategy, asking people about violence and the impacts it may have had on them. And our Fire Cover Review has been looking at how, with no additional money coming into the service, it can use its resources most efficiently and effectively to keep residents and communities safe.

Corporate progress:

- Staff engagement activities – improvements in overall bHeard results and pulse surveys. Quarterly staff videos delivered by the Executive Director are providing staff updates on business plan delivery progress and organisational developments. A planned programme of engagement due to start again in November for staff feedback to shape and inform the 24/25 business plan development.
- Development of GMCA performance management framework to provide approach and oversight, relevant to the specific information being monitored and the relevant governance arrangement for the oversight of progress (annexed).
- In the first quarter of the year staff sickness for GMCA 'core' continued to be low, at 1.8%, down from 2.2% in the previous quarter.
- For GMCA 'core' staff 83.3% of personal reflective appraisals were completed in the allocated time period, and 88.4% of GMFRS workforce appraisals completed.

Awards:

- EDI team has been shortlisted for Inclusive Awards (winners to be announced 5th December)
- GMCA led 'Get Online Greater Manchester: for care leavers' won the Community Improvement Award at the Connected Britain Awards

- Head of GM Ageing Hub won the British Society of Gerontology's Outstanding Achievement Award
- Rainbow Staff Network, operating across GMCA and GMFRS won Stonewall's Network Group of the Year, against a strong field of more than 900 other organisations and teams
- Establishment of GMCA women's network and first meeting held

4.2 Progress against key deliverables will continue to be monitored on a quarterly basis throughout the remainder of the year. SLT also receive quarterly updates on directorate performance and corporate health metrics, with any remedial actions identified then actioned by the relevant Directorate.

5. Process for developing 2024/25 Business Plan

5.1 The development of the 2024/24 Business Plan will commence in the coming months. As part of this, we will seek to build on the progress made last year, ensuring that staff are fully engaged in the Business Plan process, the development of priorities (building on existing Business Plan and successes within the year) and development of directorate plans.

5.2 The broad timescales for this are as follows:

- October - development of timeline / early thinking
- Nov / Dec – Directorate engagement
- Jan / Feb – Business Plan drafting and development of Directorate Plans
- March - all Staff Away Day and finalisation of Business Plan
- 1st April – Business Plan in place (agreed by Resources Committee)

6. Recommendations

6.1 Recommendations appear at the front of this report.

Annex

GMCA Performance Management Framework

Performance is managed via a series of formal and informal arrangements across the GMCA directorates, relevant to the specific information being monitored and the relevant governance arrangement for the oversight of progress. Work is underway to consolidate and ensure ease of access to existing performance dashboards and data sources which are used across a range of portfolio performance monitoring.

The below sets out the various tiers and arrangements in place for the management of performance across GMCA.

Included at the annex is a diagram of structures of portfolio governance.

Document	Role & purpose	Performance management arrangements	Dissemination / actions taken
Directorate led performance management	Arrangements in place across each Directorate which maintain oversight of performance reported to different audiences / governance	<ul style="list-style-type: none"> • Day to day project and delivery management undertaken within Directorates (activities contained within the annual Directorate Plan) • Formal monitoring and reporting arrangements in line with any required government grant conditions • Thematic portfolio management of performance reported to Portfolio Leader and Chief Executive • Overall programme performance managed via thematic 	<ul style="list-style-type: none"> • Formal reporting as required to the various reporting structures (as below) • Day to day management of activity and progress managed within Directorates • Returns to government for grant funding

		governance structures and GMCA Board and feeds into overarching GMS reporting	
GMCA Directorate Performance & Corporate Health Metrics	<p>Performance report capturing corporate health metrics and update on Business Plan delivery.</p> <p>The report provides assurance at a corporate level and supports cross-directorate working; visibility for other directors of key development; and, enabling discussion of where other directorates can support achievement of targets / ambitions.</p>	<ul style="list-style-type: none"> • The quarterly report provides SLT with oversight of corporate health measures and provides an update against the key deliverables captured in the Business Plan. • The performance report is provided to SLT prior to the meeting for review and preparation of any questions or comments on the content. • Quarterly a dedicated SLT session is held, where each Director presents the information for their area, highlighting notable exceptions and as appropriate remedial / corrective actions to be taken. SLT members can offer support, challenge and note progress during the performance review meetings. 	<ul style="list-style-type: none"> • Progress reports are produced and shared with SLT members • Actions arising from the review meetings are noted and taken forward via the relevant SLT member(s)
GMCA Business Plan	<p>Annual plan setting out achievements and key activities to be delivered in the coming year set under the organisations mission, values and organisational objectives. The Business Plan also details resourcing for the year</p>	<ul style="list-style-type: none"> • The Annual Business Plan is agreed by GMCA Resources Committee • Progress against the key actions included in the Business Plan is provided in the quarterly Directorate Performance & Corporate Health Metrics report produced for SLT. This will include where actions are on track, exceeding or 	<ul style="list-style-type: none"> • Business Plan published on GMCA staff intranet InsideGMCA (gmfs.local)

	<p>ahead, financial management arrangements (which include the Single Pot Assurance Framework), and risk management.</p> <p>The Business Plan sets headline activities to be taken by Directorates and alignment to the four organisational objectives.</p> <p>Detailed Directorate Delivery Plans are annexed to the Business Plan.</p>	<p>underperforming, with any relevant explanation provided.</p> <ul style="list-style-type: none"> • Timing of the production of the Business Plan has been aligned with the wider corporate budget processes. The detail of activity captured in the Business and Directorate Plans is often dependent on financial decisions taken by GMCA in February of each year. • Progress on delivery will be reported to the Resources Committee at six months. 	
<p>GMCA Corporate Plan</p>	<p>Three year (2022-2025) externally facing document, summarising information on the role and structure of GMCA and highlights key activities and achievements.</p> <p>The Corporate Plan states the organisation's mission, values and corporate objectives. N.B. Correct at time of writing, but elements updated as part of development of 23/24 business plan</p>	<ul style="list-style-type: none"> • No formal monitoring of the Corporate Plan is undertaken, instead a detailed annual Business Plan is produced which sets out the specifics to be delivered and monitored in the current financial year. • The Corporate Plan was agreed by GMCA Board 	<ul style="list-style-type: none"> • Corporate Plan published on GMCA website and available on GMCA staff intranet Who We Are - Greater Manchester Combined Authority (greatermanchester-ca.gov.uk)

<p>Greater Manchester Strategy</p>	<p>Overarching strategic document for whole of GM system. GMCA is a stakeholder / contributor to the GMS, not solely responsible for performance and progress against outcomes, commitments and targets</p>	<ul style="list-style-type: none"> • Six monthly progress report, compiled from inputs across the GM system (public, private and VCSE sectors). • Progress report includes updates and commentary on targets and performance metrics, and includes narrative update on collective actions taken in support of achieving GMS ambitions. • GMCA officers as convenors of GM stakeholder groups established under thematic portfolio governance input into the GMS progress report. • The draft progress report is discussed and agreed (subject to comments) by the GMCA Board, the Local Enterprise Partnership and GMCA Overview & Scrutiny Committee 	<ul style="list-style-type: none"> • The progress report is published on GMCA website as part of O&S, LEP and GMCA Board paper publishing. Committees - Greater Manchester Combined Authority (greatermanchester-ca.gov.uk) • Actions arising are taken forward by the relevant GMCA team or system organisation / group. • The performance dashboards which underpin the GMS performance framework are publicly available. Workbook: GMSREFRESHLANDINGPAGE - January 2023 (gmtableau.nhs.uk) • Supporting information and strategies for the GMS are publicly available. About Greater Manchester • GM residents survey undertaken to provide progress information for some of GMS metrics. This information also used to inform GMCA VFM self-assessment Resident Surveys - Greater Manchester Combined Authority (greatermanchester-ca.gov.uk)
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Roles and Responsibilities under the Performance Management Framework

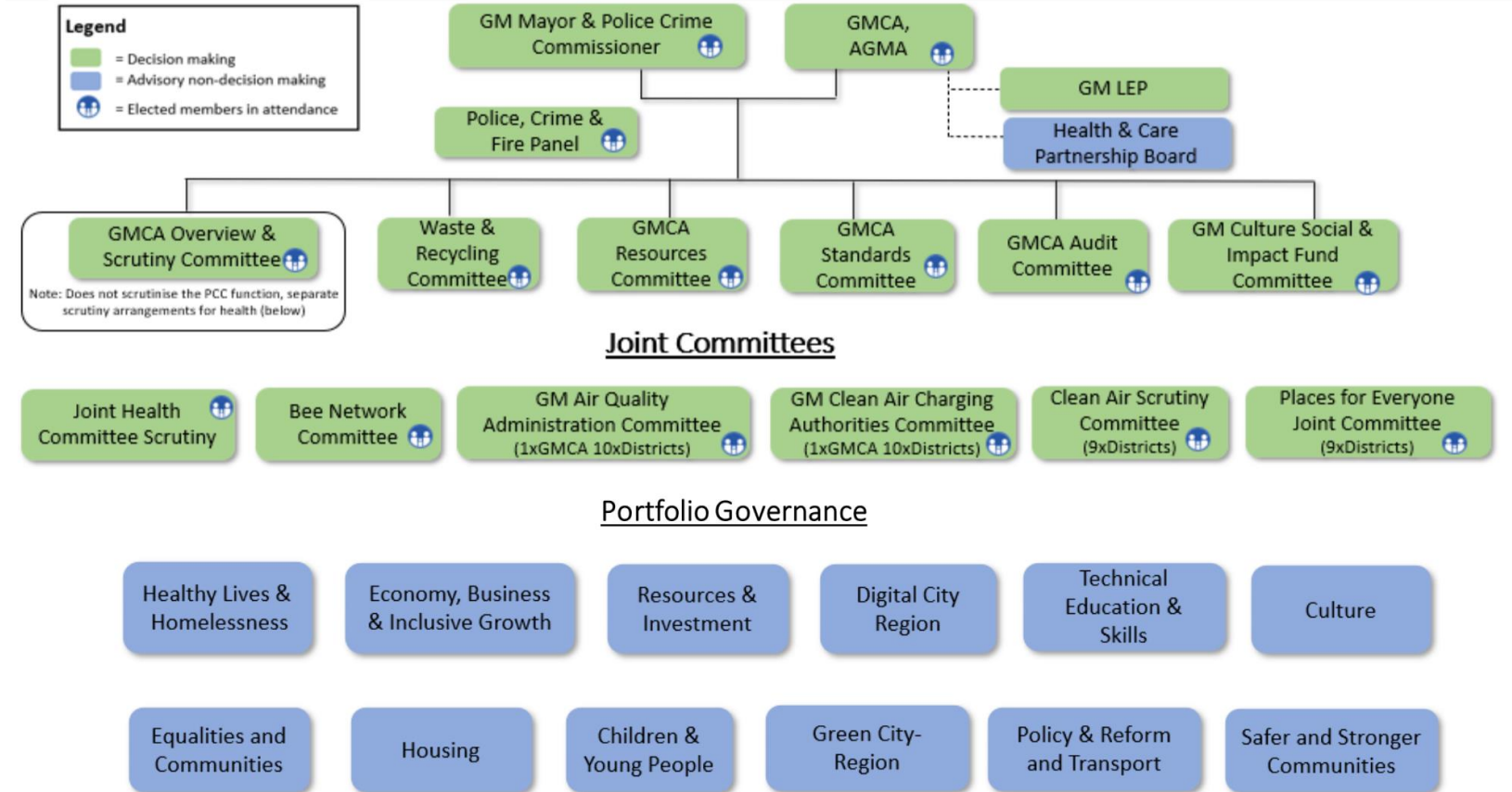
GMCA Board Members/ Resources Committee / other committees: Have overall responsibility and accountability for delivery of the Greater Manchester Strategy. Six monthly Performance Reports will be provided to GMCA Board, LEP Board and Overview & Scrutiny Committee to enable understanding on the extent to which the Strategy is being delivered and collective progress towards the GMS ambitions are being achieved. A progress report on the GMCA Business Plan will be provided to the Resources Committee at six months into delivery. Additional to the Greater Manchester Strategy thematic Boards and Committees have responsibility for a range of thematic strategies and action plans, regularly reviewing progress and ensuring strategic objectives are being achieved.

Senior Leadership Team: Have responsibility and accountability for ensuring delivery of the GMCA Corporate Plan and Annual Business Plan. SLT have a dedicated meeting quarterly to consider Performance Monitoring Reports and to provide challenge, review exceptions and take action on areas of underperformance. SLT will also review and organise the resources and capacity to deliver, ensuring key organisational objectives and priorities are delivered. Additional to the quarterly performance reporting there is time at each weekly SLT meeting for any member to raise any operational issues which may require more urgent attention.

Directors and Directorate Management Teams: Have responsibility for delivery of Annual Business Plan for their Directorate. Directors and Heads of Service will consider performance as part of their regular meetings to review progress against Directorate priorities and ensure they have the necessary resources and equipped to deliver on key priorities. Key actions from the Directorate Plans are captured within the quarterly SLT performance monitoring, and further issues arising from Directorate Plan monitoring will be escalated to SLT as appropriate.

Staff: Individual staff performance management will be considered by Heads of Service and as part of the PRA process and 1-2-1 meetings. Staff will ensure they are familiar with Directorate and Team priorities and how these contribute to the Business Plan actions and corporate objectives.

GMCA Governance



NB: Portfolio governance structures feed into the statutory bodies above