

**GREATER MANCHESTER CORPORATE ISSUES AND REFORM OVERVIEW AND
SCRUTINY COMMITTEE**

Date: 19th November 2019

Subject: Greater Manchester Strategy Implementation Plan and Performance Update

Report of: Andy Burnham Mayor of Greater Manchester and Portfolio Lead for Policy & Strategy

PURPOSE OF REPORT

To provide the latest six monthly update of the Greater Manchester Strategy (GMS) implementation plan and performance dashboards. The update provides progress against the agreed delivery milestones and ambitions, and updates the outcome measures for each of the GMS priorities. The updated plan also provides new delivery milestones for the next nine months.

RECOMMENDATIONS:

Scrutiny Members are asked to:

- Note and agree the updated GMS Implementation Plan and Performance Dashboard (Annexed);
- Consider overall progress towards the achievement of the GMS 2020 ambitions and targets.

CONTACT OFFICERS:

Jane Forrest, Assistant Director, Reform, GMCA

Jane.forrest@greatermanchester-ca.gov.uk

Paul McGarry, Head Greater Manchester Ageing Hub, GMCA

paul.mcgarry@greatermanchester-ca.gov.uk

1. INTRODUCTION

- 1.1. The 2017 Greater Manchester Strategy (GMS) sets out a commitment to publish an Implementation Plan to detail the specific actions and activities underway to deliver GM's strategic vision and ambitions. In April 2018, the GMCA agreed a two-year Implementation Plan with the inclusion of ambitions to be achieved by 2020, and delivery milestones. This Implementation Plan:
 - is based around a small number of prioritised actions, and not a 'catch all' list of all the actions underway in a particular area;
 - is focused on those actions which are 'transformational' in that, when delivered, they will move GM significantly towards achieving its ambitions;
 - is focused on those actions which require the whole 'GM-system' to get behind to deliver the outcomes we are seeking; and
 - sets out clear, measureable, milestones towards the completion of the actions to allow Members to determine whether we are on-track to achieve the action within the 2020 timescale.
- 1.2. The GMS Performance Dashboard has been developed to sit alongside the Implementation Plan, to provide a better understanding of performance in the round. The performance dashboard metrics help us to unpack change demonstrated by the headline indicators, as they capture performance in specific areas that contribute to the key outcomes we are seeking to track.
- 1.3. The GMS performance dashboards are now available in Tableau, a web-based analytical and data visualisation tool. Tableau provides the functionality for the GMS datasets to be disaggregated and interrogated, including enabling users to view locality-specific versions of the dashboards. It is recommended the dashboards are viewed online¹, as they provide more detailed information than the screenshots in this report. The online version will publish updated data as it becomes available. Since the last GMS performance update, further work has been undertaken to finalise the content of the dashboards, and to incorporate full functionality (including the locality views) across all ten GMS priorities.
- 1.4. The Implementation Plan update provides a progress update against the agreed delivery milestones for April 2019 to Sep 2019; RAG ratings based on current assessment on progress and the likelihood of the action being delivered by 2020; and, updated milestones for delivery for the coming nine months (to June 2020, with the additional three months delivery to accommodate the GMS refresh timescale with no unnecessary delays or pause in delivery).
- 1.5. The Implementation Plan actions respond to challenges highlighted in the performance dashboard. However, it should be noted that read across between the actions and the dashboard performance ratings is not necessarily direct, given the lag in reporting for some of the data, the time taken for activity to translate into outcomes, and the wider causal factors at work.

¹ The GMS online performance dashboard is available [here](#).

- 1.6. As work starts on the refresh of the GMS and accompanying implementation plan and performance dashboards, lessons learnt and areas for improvement will be taken into account to shape the future reporting of the new GMS to ensure, as far as possible, the activity delivered across GM is better captured by the performance updates and reflects the progress being made.

2. GREATER MANCHESTER STRATEGY PERFORMANCE

- 2.1 As shown in the full Implementation Plan update (Annexed), good progress is being made in the delivery activities under each of the GMS priorities. For some areas however, the current assessment of achieving the 2020 ambition statements has been rated red or amber, with an explanation as to why these activities are deemed to be off-track and achievement of the ambitions by 2020 may not be met. It should be noted in the Annex, a number of the datasets have not had any updates since the last time the report was produced. The Annex notes where data has/has not been up updated.
- 2.2 Progress against the performance measures in each of the dashboards is variable. There is a time lag on many of the metrics used in the dashboards, and for much of the activity being delivered the impacts of delivery may not be felt for many years, which accounts (in some part) for the variation between on-track delivery activity and off-track outcome performance.
- 2.3 Corporate Issues & Reform Scrutiny may wish to provide comment on the whole plan but the priorities of particular interest are:

Priority 1 – Children starting school ready to learn
Priority 10 – An age-friendly Greater Manchester
Enabling actions and ways of working

3. RECOMMENDATIONS

- 3.1 Recommendations appear at the front of this report.