

**HOUSING, PLANNING & ENVIRONMENT
OVERVIEW & SCRUTINY COMMITTEE**

Date: 11th July 2019

Subject: Greater Manchester Strategy Implementation Plan and Performance Update

Report of: **Andy Burnham, Mayor of Greater Manchester**

PURPOSE OF REPORT

To provide Overview & Scrutiny Members with 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 six and twelve months.

RECOMMENDATIONS:

Scrutiny Members are asked to:

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

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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. Since the last update of the GMS performance dashboard, work has been undertaken to translate the information into 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 Members view the dashboards online¹, as they provide more detailed information than the screenshots in this report. The online version will also publish updated data as it becomes available. Further work is being 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 Oct 2018 to March 2019; updated milestones for delivery for the coming six and twelve months (to Oct 2019, and March 2020); and a RAG rating based on a current assessment on progress and the likelihood of the action being delivered by 2020.
- 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

¹ The GMS online performance dashboard is available here:

https://www.gmtableau.nhs.uk/t/GMCA/views/GMSLandingPage/GMSLandingPage?iframeSizedToWindow=true&embed=y&:showAppBanner=false&:display_count=no&:showVizHome=no

of the data, the time taken for activity to translate into outcomes, and the wider causal factors at work.

- 1.6. As we are now into the final delivery year of the current GMS and Implementation Plan, this update of performance and delivery milestones looks more fully at our collective ability to achieve the targets and ambitions we have set out in the GMS, and sets out delivery milestones to take us to the end of the plan period.

2. GREATER MANCHESTER STRATEGY PERFORMANCE

- 2.1 As shown in the full Implementation Plan update (Annex A), 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 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.

- 2.2 Planning, Housing & Environment Scrutiny may wish to provide comment on the whole plan but the priorities of particular interest are:

Priority 4, (action 4.9) - Support growth in the regional centre, town centres and strategic employment sites

Priority 6 – Safe, decent and affordable housing

Priority 7 – A green city-region and a high quality culture and leisure offer for all

- 2.3 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.

3. RECOMMENDATIONS

- 3.1 Recommendations appear at the front of this report.