

**Manchester City Council
Report for Resolution**

Report to: Executive - 15 November 2017

Subject: 2017 Greater Manchester Strategy and Implementation Plan

Report of: Chief Executive

Summary:

This report provides the Executive with an update on the refresh of the Greater Manchester Strategy and the development of a new Greater Manchester Strategy Implementation Plan.

Recommendations:

Members are asked to:

1. note that the new Greater Manchester Strategy has now been launched, and that the city council and other nine Greater Manchester local authorities will have a central role to play in ensuring the implementation of the strategy;
 2. endorse the revised GMS in as much as it does not conflict with the Our Manchester Strategy.
 2. note that a Greater Manchester Strategy Implementation Plan has been published and that this will be updated 6-monthly and progress monitored against a performance dashboard; and
 3. agree to refer the GMS and Implementation Plan to the Overview & Scrutiny Co-ordination Committee so that scrutiny can consider the monitoring of delivery as part of their work plans.
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Wards Affected: All

| Manchester Strategy outcomes | Summary of the contribution to the strategy |
|---|---|
| A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities | <p>The GMS contains a number of priorities that align closely to the “we wills” of the Our Manchester strategy and provide a framework at GM level for the work the city is doing under the theme of “A thriving and sustainable city”:</p> <ul style="list-style-type: none">• A thriving and productive economy in all parts of Greater Manchester• Good jobs, with opportunities for people to progress and develop |

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|--|---|
| A highly skilled city: world class and home grown talent sustaining the city's economic success | <p>The GMS contains a number of priorities that align closely to the “we wills” of the Our Manchester strategy and provide a framework at GM level for the work the city is doing under the theme of “A highly skilled city”:</p> <ul style="list-style-type: none"> • Young people equipped for life • Good jobs, with opportunities for people to progress and develop |
| A progressive and equitable city: making a positive contribution by unlocking the potential of our communities | <p>The GMS contains a number of priorities that align closely to the “we wills” of the Our Manchester strategy and provide a framework at GM level for the work the city is doing under the theme of “A progressive and equitable city”:</p> <ul style="list-style-type: none"> • Children starting school ready to learn • Young people equipped for life • Good jobs, with opportunities for people to progress and develop • Safer and stronger communities • Healthy lives, with quality care for those that need it • An age-friendly Greater Manchester |
| A liveable and low carbon city: a destination of choice to live, visit, work | <p>The GMS contains a number of priorities that align closely to the “we wills” of the Our Manchester strategy and provide a framework at GM level for the work the city is doing under the theme of “A liveable and low carbon city”:</p> <ul style="list-style-type: none"> • Safe, decent and affordable housing • A green city-region and a high-quality culture and leisure offer for all • Safe and stronger communities |
| A connected city: world class infrastructure and connectivity to drive growth | <p>The GMS contains the following priority, which aligns closely to the “we wills” of the Our Manchester strategy and provide a framework at GM level for the work the city is doing under the theme of “A connected city”:</p> <ul style="list-style-type: none"> • World class connectivity that keeps Greater Manchester moving |

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Background Papers:

- Greater Manchester Strategy: http://www.greatermanchester-ca.gov.uk/download/downloads/id/405/greater_manchester_summary_-_full_version.pdf
- Greater Manchester Strategy Executive Summary: http://www.greatermanchester-ca.gov.uk/download/downloads/id/403/greater_manchester_strategy_executive_summary.pdf
- Greater Manchester Strategy, public-friendly version: http://www.greatermanchester-ca.gov.uk/download/downloads/id/404/greater_manchester_summary.pdf
- Greater Manchester Strategy, Implementation Plan: http://www.greatermanchester-ca.gov.uk/download/downloads/id/406/greater_manchester_strategy_-_implementation_plan.pdf

1. Introduction

- 1.1. A refreshed draft of the Greater Manchester Strategy (GMS) was approved by the Greater Manchester Combined Authority (GMCA) at its meeting on 28 July 2017 and launched at an event in the Lowry Theatre on 28th October 2017.
- 1.2. This report provides an overview of the Greater Manchester Strategy, the priorities within it, and the detailed Implementation Plan that accompanies it.

2. Background to the Greater Manchester Strategy Refresh

- 2.1. The Greater Manchester Strategy (GMS) is Greater Manchester's overarching strategy that has set the strategic framework for policy development across GM since 2009. The SMS is "owned" by GM local authorities and the Combined Authority, the GM Local Enterprise Partnership, and the GM Centre for Voluntary Organisation. However, the SMS covers a wider range of areas than is under the remit of these organisations, so the buy-in from residents, partner organisations, private businesses, and the voluntary sector – as well as national government – is critical if it is to deliver its ambitions.
- 2.2. This is the third Greater Manchester Strategy and it builds on the substantial progress made since the first was published in 2009 and the most recent refresh in 2013. The strategy was refreshed to reflect the change in the economic and political climate. In particular:
 - the substantial devolution that is now underway in Greater Manchester;
 - the Mayoral election and manifesto commitments; and
 - the changing economic and political climate, particularly the vote to leave the EU.
- 2.3. Mirroring the approach taken by the City Council in the development of the Our Manchester Strategy, in developing the SMS, a "big conversation" with residents was held in winter 2016/17, through online and face-to-face consultation, to gather views on what they want from the strategy. Consultation sessions were also held with local authorities, businesses, and community/voluntary organisations.
- 2.4. The SMS sets out how we intend to create a more productive and inclusive city region and addresses education and skills, health, wellbeing, environment, work and economic growth simultaneously to make a real difference to the lives of those living and working in GM.
- 2.5. The revised strategy keeps GM's focus on the twin objectives of growth and reform but is structured under 10 priorities based on a life journey, building on the start well, live well, age well approach. This structure has been designed to allow GM to more clearly respond to issues that cut across multiple policy and organisational boundaries. The 10 strategic priorities are set out below.
 - Priority 1: Children starting school ready to learn

- Priority 2: Young people equipped for life
- Priority 3: Good jobs, with opportunities for people to progress and develop
- Priority 4: A thriving and productive economy in all parts of Greater Manchester
- Priority 5: World-class connectivity that keeps Greater Manchester moving
- Priority 6: Safe, decent and affordable housing
- Priority 7: A green city-region and a high quality culture and leisure offer for all
- Priority 8: Safe and strong communities
- Priority 9: Healthy lives, with quality care available for those that need it
- Priority 10: An age-friendly city region

2.6. There are also five key enablers that underpin the Greater Manchester approach. These set out how the GMS will be implemented by providing the systems, processes and conditions to do things differently:

- Enabler 1: Communities in control
- Enabler 2: People at the heart of everything we do
- Enabler 3: An integrated approach to place-shaping
- Enabler 4: Leadership and accountability
- Enabler 5: Taking control of our future

2.7. Under each priority the GMS provides a high level statement of the issues, objectives and areas for action, as well as identifying the relevant delivery strategies, desired outcomes and indicators of success.

3. GMS Implementation Plan

3.1. For the first time the GMS is accompanied by a detailed Implementation Plan setting out the specific actions and activities required to deliver the vision and ambitions in the GMS. The Plan will be a central tool in monitoring and assessing progress against GM's ambitions. It has been developed with input from GM districts, GM portfolio and policy leads, and captures input received from a range of stakeholders and Boards including the GM LEP, GMCVO and GM Scrutiny Committees.

3.2. The GMS Implementation Plan is structured around the 10 GMS priorities and the five enablers, with the actions being undertaken in the next six months presented under these 15 headings. A six month timescale has been chosen for this first implementation plan, reflecting the stage of the policy development cycle GM is currently at. The Plan includes the development of several key strategies/plans which will result in detailed actions being developed over the coming months. At the next update of the Implementation Plan, these actions will have been worked up and the GMCA will be in a position to produce a two year plan to 2020.

- 3.3. Actions are grouped under ambition statements, and thematic sub-headings (which identify the 'factors' that need to be addressed to meet the ambition). In future iterations the Implementation Plan will continue to evolve, but it is assumed that while the actions under each of the ambition statements will change, the ambition statements and thematic sub-headings will largely remain unchanged. The actions all link back to achieving the outcomes and targets for each priority set out in the GMS.
- 3.4. The current plan is a collation of actions being delivered across all portfolios, which is purposely broad to capture contributions from across the GM system. Some of the actions to be delivered over this six month period, have been highlighted in the Plan as priorities. These are actions which have the potential to make a significant contribution towards the achievement of the GMS ambitions over this time.
- 3.5. Lead organisations for the coordination (not necessarily the delivery) of the action are identified. GMCA portfolio lead responsibilities are also shown. It should be noted that for the actions where the lead is the GMCA, this refers to the activities of the central GMCA team and the 10 districts and GM agencies working collaboratively. It will not be possible to deliver the ambitions in the Plan without the buy-in of the city council and other nine districts to these actions, given the significant contribution that is required from their activity across the Plan.
- 3.6. Further work is planned to highlight and develop the interdependencies between the actions in the Plan. This will enable future iterations of the Implementation Plan to present a more sophisticated picture of the interdependencies between the different actions. For example, how investments in transport and housing will contribute to the achievement of town centres being quality places to live and work; or, how work being undertaken on school readiness will impact over time on education, health and work outcomes.
- 3.7. All things being equal, the actions set out in the current Implementation Plan are deliverable, as in the main they rely on existing resources. However, it is likely that future resources (in terms of people and revenue/capital spend) will need to be re-shaped to align with the new GMS priorities, with potential additional resource requirements in some areas to deliver the GMS in full. Work is underway, led by GM portfolio chief executives, to consider what resources GM will need to implement the commitments in 18/19 and 19/20, which will be used to inform the development of the GMCA's budget and future discussions with Government. This work includes an assessment of any areas where further devolution is required to deliver the GMS ambitions.

4. GMS Performance Management

- 4.1. The published GMS Implementation Plan will be updated every six months, alongside publication of a GMS Performance Dashboard which will track progress against key outcomes and indicators.

- 4.2. The Performance Dashboard will bring together the outcome measures and other indicators into a single slide for each GMS priority. The data will be updated every six months along with additional commentary on performance for consideration by districts, the GM LEP and GMCA Boards and other key GM groups (such as Scrutiny Committees, the Reform Board, the Police and Crime Panel and so on). One of the six monthly updates will take the form of an annual “State of Greater Manchester” report which will summarise progress against actions and how GM’s performance has shifted over the past year. This would be released to be available for the start of the financial year to help set annual district, GMCA, LEP and other stakeholders’ priorities.

5. Implications for Manchester City Council

- 5.1. The refreshed Greater Manchester Strategy provides a helpful framework at Greater Manchester level to support the implementation of the Our Manchester Strategy. The two strategies are complementary and mutually reinforcing and although structured differently, the ten strategic priorities that depict “living well in GM” align well with the five themes of Our Manchester:
- A thriving and sustainable city;
 - A highly skilled city;
 - A progressive and equitable city;
 - A liveable and low carbon city;
 - A connected city.
- 5.2. For example, Priority 2 in the GMS – “Young People equipped for life” – sets out how work at a GM level will support:
- good primary education and a successful transition to secondary education, with children attending and attaining throughout;
 - a successful transition out of school, equipped for work and life-long learning; and
 - specialist support for those that need it.
- 5.3. These commitments align closely to a number of the “we wills” in the Our Manchester Strategy, including (amongst others):
- inspire the next generation to be the best they can be and provide them with the knowledge, skills and resilience they require to succeed;
 - reform services for children and families, increasing the number of children arriving at school ready to learn and increasing their life chances, supporting their future independence;
 - improve school results so that they are significantly better than the UK average;
 - aim to be the UK’s youth capital.
- 5.4. Similarly, Priority 5 in the GMS – “World class connectivity that keeps Greater Manchester moving” – sets out how GM will:
- provide an integrated public transport system that is affordable and reliable;
 - reduce congestion and improve air quality;

- provide connections to the world; and
- provide world class digital infrastructure.

5.5. These commitments align closely to the “we wills” in the Our Manchester Strategy, including:

- develop an integrated, smart and clean transport network that reflects the changing shape of the city and the way people need to move around;
- position the city at the centre of first-class networks – locally, nationally and internationally;
- capitalise on the increased capacity at the airport and the connectivity and logistics benefits of Airport City to boost the economy;
- create a framework for action as a Digital City.

5.6. The Our Manchester Strategy “we wills” have been developed to specifically address priorities within the city and are, in many cases, more detailed than those set out in the GMS. However, the refreshed GMS provides a strategic framework at city region level that will support delivery of the 64 “we wills” within the city.

5.7. Similarly, successful delivery of the vision set out in the GMS will be dependent on the delivery of our vision for Manchester, as set out in the Our Manchester Strategy. As the heart of the conurbation, many of the assets and opportunities that will drive the growth of the city region are located within the city. Equally, many of the challenges facing the city region are particularly acute here in Manchester: there are still areas of intense deprivation and issues of worklessness, low skills, poor mental health, and insecure employment affect too many residents of the city. The development of a broad housing offer that meets the needs of residents and supports the economic growth agenda is critical to both the city and to Greater Manchester.

6. Recommendations

- Recommendations appear at the front of the report.