

**GMCA Business Plan  
2020-21**

## Foreword from Eamonn Boylan

The past year has been a year of change for the GMCA, and that change has not been without challenge. The organisation has continued to develop to equip us to be in the best possible shape to deliver on our priorities, support our partners, GM businesses and residents.

The coronavirus pandemic has tested all elements of the GMCA and continues to do so. The work of our teams has had to bend and flex, responding to the changing needs presented by the pandemic. Our staff teams have accommodated such significant change incredibly well, and our workforce continues to deliver in a timely and effective manner, while all experiencing personal changes and challenges and continually balancing the conflicting priorities presented by coronavirus.

I am personally, very proud of our entire workforce at how well each individual, team and department has risen to the challenges presented by coronavirus, and the collective ability of all elements of the business to continue to deliver so effectively throughout the last year.

Much has been achieved and we will continue to work together in the coming year, continuing to develop our business and our partnerships and responding to the changing requirements arising from coronavirus.

As we move through the next year, this business plan will guide the core activities of the organisation and myself, along with the rest of the management team will ensure appropriate support, advice and guidance is available to every member of staff, enabling everyone to achieve in their job roles, while ensuring a healthy work life balance.

## Role of GMCA

Our mission is to **shape and enable Greater Manchester to deliver its shared ambitions and priorities.**

In order to achieve our mission we have established six corporate objectives:

- To build and foster positive partnership and strong networks, common commitment and clarity
- To deliver the plans and the governance to connect Greater Manchester's ambition to its work
- To be thought leaders – doing things differently and doing them first, setting the agenda for English devolution and leading edge public sector work
- To provide a face and voice to the wider world, including Government, for Greater Manchester's ambitions
- To deliver excellent public services
- To make GMCA a great place to work

The development and ongoing progression of these core objectives will be our organisational measures of success, owned and overseen by my management team and our Senior Leadership Team (SLT) and developed and delivered through our Extended Leadership Team, connecting into and delivering through all parts of the organisation.

## Our People

Prior to the virus outbreak significant organisational restructuring took place, recognising the increased role and remit of the GMCA, and the need for an organisational structure which equips us to deliver. This builds on the framework set out in last year's business plan, with directorates being created to bring greater clarity and focus on the delivery activities of the GMCA. The Directorates have been formed building on the feedback received from the staff survey, recognising the need to get our business working together better and with clear leadership and a sense of direction. The Directors form the Senior Leadership Team of the organisation, as a senior delivery board, working collaboratively across thematic areas.

The Directorates:

- Digital
- Education, work and skills
- Economy
- Environment
- Place making
- Public service reform (with Ageing)
- Police, fire and criminal justice
- Corporate functions; Finance / Audit / Core Investment; IT services; HROD / Health & Safety; Procurement & Contracts; Waste; Legal / Governance / Information Governance / Business Support; Strategy; Research; Communications & Engagement

Those directorates are now well formed, and our new delivery focused structures have taken shape. Action planning has taken place building on the three key areas highlighted in the 2019 staff survey; organisational developments managerial engagement; and, organisational clarity and wellbeing. Those structures and the activities undertaken by the teams, have been tested and challenged through the coronavirus crisis, but have proven highly effective, demonstrating the value and effectiveness of the GMCA's teams in coordination, delivery and support for partner agencies and the businesses and residents of Greater Manchester.

Utilising our leadership team, we will ensure we are equipped to meet our corporate objectives and delivery priorities, develop our ways of working; our culture and practices, to enable GMCA to meet our mission. The Senior Leadership Team will have responsibility for managing the delivery and strategy of GMCA, and will create a collaborative working environment, enabling cross departmental teams to work effectively together, delivering efficiently and achieving the greatest possible impact from our actions across the GMCA and working with our wider partners. Additionally,

the Chief Executive's Management Team (CEMT) has a clearly defined role in providing leadership, setting the culture and strategy of the GMCA, as well as assuring effective delivery of organisational priorities.

The Extended Leadership Team is working alongside SLT to develop the ways in which our organisation operates. Drawing on the expertise and knowledge of all our organisational leaders, and extending the reach of the leadership activities into all of our staff teams, will ensure all staff members are able to see how their individual role contributes to the wider corporate objectives and will shape and embed a positive, open and honest culture and working practices in all parts of our business.

As an organisation, we want to be one of the best places to work, where staff are happy, empowered and able to excel in their roles. In order to achieve this we need to ensure all staff are supported, goals and expectations are clear, and that the whole organisation operates with an agility and a flexibility to accommodate change and emerging priorities. We strive for continual improvement in all parts of the organisation, and have identified three key principles, or **values** which underpin how we operate, and which should be reflected in staff competencies and appraisals, to ensure they are embedded throughout our whole staff team.

- **Purpose driven and delivery focussed:** our work should link to our mission and objectives and we should, with partners, make the decisions needed to link strategy to delivery to achieve the GMS priorities
- **Collaborative:** building trust and collaboration both with each other internally and with our councils and partners
- **Empowering:** helping people do the jobs they're here to do, removing barriers, streamlining the governance and giving people authority to act

Further changes have been implemented as the Fire & Rescue Service Programme for Change continues to drive improvement, leadership and culture change. The welcome addition of a new Fire Chief will continue to shape and drive the service, responding to the feedback from the staff survey. Like all other parts of the organisation, the coronavirus pandemic has resulted in changes in many fire officers roles and responsibilities as the service continues to support the emergency infrastructure and ultimately Greater Manchester's citizens.

But our staff teams are part of a wider partnership delivery structure. Within GMCA and TfGM joint working, shared management and development of relationships will continue, ensuring alignment of activities, shared priorities and effective and efficient delivery across the two organisations.

GMCA will also continue to work jointly with the GM Health & Social Care Partnership, supporting the next phase of health devolution in Greater Manchester, and supporting the wider system to continue to deliver on strategic objectives and respond to the ongoing pandemic.

## Responding to coronavirus

The challenges posed by Covid and the ongoing emergency and response activity will drive the activity of the GMCA for the next year, and likely beyond. Issues arising from the pandemic will continue to impact on our people and places over the immediate and medium term, and will challenge and shape Greater Manchester's future priorities, and therefore how the GMCA supports, enables and leads some of that change.

The Greater Manchester collaborative response to the pandemic is ongoing. The GMCA has a key role in that ongoing response, not least in coordinating the system to ensure a consistent and collective understanding of impacts arising from the pandemic and supporting the delivery of responses. The GMCA has been instrumental in the development and ongoing delivery of the coordinated Covid GM response, providing leadership, coordination and input across the range of response structures including the Strategic Coordination Group and the various response cells.

The development of the Living with Covid Resilience Plan provides a framework and clear set of priorities to support the effective delivery of services and support as the city-region lives with Covid. The collaborative approach adopted, working across sectors and agencies to develop the Living with Covid Resilience Plan continues through its implementation and the development of that plan as required over the coming year. The challenge brought to the process through wide stakeholder engagement and involvement to develop the content of the Living with Covid Plan has ensured it has cross-sector buy-in, building from our existing Greater Manchester Strategy objectives and shaping the delivery priorities of the GMCA during this year and beyond.

## **Our delivery priorities for the year ahead**

Fundamentally, the priorities of the Greater Manchester Strategy still stand. Covid has required these to be revisited, and our approaches, actions and prioritisation against our ambitions adapted and changed to respond to the pandemic context. As an organisation, the year ahead will be one of further change and adaptation in the way we deliver and how our immediate priorities are focused, given the changeable nature of the impacts arising from Covid. Continuing and further developing our internal and leadership communications will play a key role in ensuring all staff are sighted on organisational developments, that individuals are clear on our collective direction of travel and priorities, and that every member of the workforce has clarity of purpose and is supported to deliver.

The Living with Covid Resilience Plan designed to bring together delivery across the GM systems to respond to the impacts evidenced by Covid. The GMCA is a fundamental part of the delivery and coordination infrastructure enabling that plans implementation. The next year will therefore be a fine balancing act, between providing the responsive and effective support and delivery needed as the pandemic continues, and restarting and delivering on pre-Covid priorities and longer term strategic objectives, all adapted to reflect the Covid context. Directorates and teams within the organisation will adapt and respond to the changing context, delivering the

Living with Covid plan actions flexibly, and amending and developing new courses of action as needed.

The Greater Manchester ongoing response is shaped by the Living with Covid Resilience Plan, with the GMCA being a lead on many of the deliverables in that plan.

This business plan draws out the activities where GMCA is the lead organisation in the attainment of deliverables in the Living with Covid Resilience Plan. Further activities will also be undertaken to support the implementation of activities in the Living with Covid Plan where the GMCA has a contributory role, along with the delivery of existing objectives of the GMS, and the continued development and delivery of activities to support the city-region and the organisation as the coronavirus pandemic continues.

The development and delivery of the specific actions identified below, are supported and enabled through highly effective, dynamic and responsive corporate services functions underpinning our organisational delivery. The role of the corporate services functions throughout the last year have enabled the GMCA to adapt and respond, ensuring individuals are supported, ICT equipment and support has been provided allowing staff to continue to deliver in their roles and leading the coordination of communications, financial management, legal, governance and information governance to inform our current and future delivery.

## **GMCA's lead responsibility for the delivery of Living with Covid Resilience Plans actions**

- Implement a system wide approach to assessing and responding to evidenced inequalities in the ongoing management of the Covid response and the design and delivery of recovery and restart activity
- Sustain Food availability networks
- Complete 'Everyone In' and deliver a transition programme an ongoing support for homeless people
- Building on the Community Hubs experience and closer working with schools, develop integrated neighbourhood services that share people, information, money and stories
- Launch a targeted plan to tackle digital exclusion
- Supporting successful return to school and college for all learners, with inclusion of catch up and wellbeing support if needed
- Learning from each other on how best to manage any increases in safeguarding for children and young people and vulnerable adults
- Deliver GM employment and skills recovery plan with evidence based targeted programmes of support
- Immediate implementation of the GM social value framework
- Appropriately contracted with provision for the VCSE sector as part of ongoing network support infrastructure

- Develop system wide response is to maintain and develop social infrastructure as part of driving more inclusive economic growth in the future including system changes investment and formal collaboration with new infrastructure
- Deliver housing and public building retrofit programmes as part of greener economic recovery
- Provide support to enable businesses including social enterprises to innovate and adapt
- Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities
- Significantly expand the GM Good Employment Charter to drive more secure work, higher pay and better employment standards
- Develop and deliver a cultural recovery plan recognising the role of a sustainable cultural sector as a key driver of wellbeing and a vibrant GM
- Continue the Safe GM Campaign to provide reassurance about getting back to work
- Secure infrastructure investment needed to kick start the economy
- Swiftly progress investment opportunities as part of economic stimulus and push for wider government funding for councils and locally controlled devolved resources
- Develop sustainable mutual aid and support networks that add value locally and provide a better way of working
- Progress Environment Plan to continue to reduce carbon emissions and create an improved, more resilient natural environment for socially distanced recreation

The successful delivery of the Living with Covid plan priorities will required a multiagency approach. As lead organisation for the above actions, the GMCA will convene the GM system, enabling partnership delivery and system wide contributions to their attainment.

Not only will GMCA convene multiagency responses in the successful delivery of the above actions, but focus will also be giving to ensuring multi-team working within the GMCA. Ensuring collaboration across directorates and teams, working jointly to reduce duplication and maximise impact and effectiveness.

The GMCA will also oversee the development and implementation of new ways of assessing impacts and targeting interventions for Greater Manchester, for both the ongoing pandemic response and shaping the future refresh of the Greater Manchester Strategy. Notably this work will involve a reframing and clear prioritisation to understand the impacts of our activities and policies on reducing inequalities and supporting the attainment of our environmental objectives. Alongside the adoption of the Living with Covid Resilience Plan, the Combined Authority agreed to three core recommendations, with development work now underway led by GMCA teams:

- Consider an approach whereby all GMCA reports include recommendations that assess and identify the impact of the proposal on inequalities,

environmental and financial issues in relation to the topic. This would be supported by a commitment to collect, analyse and report on data, including community intelligence, to understand that impact.

- Building on the recommendation above, develop a mechanism to utilise the established and developing partnership governance for the Age-friendly and Equalities Portfolio to support system wide responses. This would include actions to address equalities issues identified and unresolved through the above assessment process.
- Consider whether adopting minimum targets or standards for each locality or neighbourhood would support the effective targeting of resources across all GMCA activity. This would ensure that there is an ongoing recognition that address inequalities in all communities is fundamental to the whole of Greater Manchester being able to achieve its collective ambitions.

The implementation of these objectives will be performance monitored through the multiagency Recovery Coordination Group, with GMCA updates incorporated as part of the wider update on all action areas identified in the Living with Covid Resilience Plan. Alongside the quarterly updates on progress against these deliverables, overall performance against the Greater Manchester Strategy (GMS) outcomes will continue to be tracked via performance dashboards under each of the GMS priorities.

## **Other areas of focus for the year ahead**

All parts of our organisation have been impacted by the pandemic, with adjustments required across the business in terms of prioritisation, ways of working and overcoming challenges in our ability to deliver ‘business as usual’ activities. In addition to the policy directorates delivering against the Living with Covid Plan, other core business elements will be prioritised and delivered within the Covid context.

The priority activities for the waste service for the coming year are:

- Coordinate the waste management elements of the Covid recovery plan with districts and to maintain service delivery
- Manage the implementation of the waste management contracts with Suez and monitor performance and contract compliance
- Coordinate the response with districts to the next round of consultations on the National Waste and Resources Strategy, assess the implementations for GM and initiate the development of the GM Waste Strategy
- Identify and implement opportunities to reduce carbon generation from the GMCA waste facilities
- Deliver the Behavioural Change and Communications Strategy and to monitor impact on recycling rates and levels of contamination in collected materials

The priority activities for the fire service for the coming year are:

- To support the ongoing Covid response, ensuring that the service is resilient and that the service can assist with any local track and trace system
- Continue to focus on the development of the culture and leadership at all levels within GMFRS
- Continue to learn from the Grenfell Tower Inquiry and work with others to make the necessary improvements to keep the public and firefighters safe
- Continue to implement the remaining deliverables from the Programme for Change within business as usual

## Our Finances

Financial strains and pressures arising from the pandemic will be a reality that the GMCA, along with all other public agencies, will be faced with for this year and many following. Settlements from Government for the coming year are likely to be lower than previous years, and less likely to be multiyear settlements than we have seen previously.

The GMCA will achieve a balanced budget for the year ahead, and will ensure our activities achieve value for money, add value and drive progress against our priorities, supporting Greater Manchester within the current and future context of a more challenging financial envelope.

Budget	19/20 budget	20/21 budget	Notes on annual budget changes
Mayoral General Budget	£29.1 million	£127.1 million	Increase of £86.7m for Transport Statutory Charge. Increase on Precept of £6.1m. Increase of £5m due to planned use of reserves
GMCA General Budget	£157.9 million	£209.1 million	Increase relates to Gov grants, inc. Adult Education Budget
GM Fire and Rescue Service (net as per budget report)	£113.9 million	£112.1 million	Decrease due to reduced transfer to capital funding reserve. Increase in budget for inflation and reduce savings requirements
GMCA Transport Revenue Budget	£247.1 million	£242.1 million	Additional grant funding in 2019/20
Police and Crime Commissioner	£589.1 million	£628.9 million	Increase of £30.7m in Police Grant and £10.1m from precept and £1m reduction in collection fund surplus

## GMCA Capital budgets

<b>Date</b>	<b>GMCA £m</b>	<b>Police £m</b>
2019/20	382.4	56.3
2020/21	351.9	41.1
2021/22	342.5	18.1

## **Risk management**

The GMCA risk management framework and corporate risk register support the identification and management of key risks to the achievement of organisational objectives, and captures actions considered necessary to mitigate them. A corporate risk management group has been established to oversee and manage the corporate risk register. The corporate risk register will be reviewed quarterly and agreed by Chief Executives Management Team. The GMCA Audit Committee will oversee the effectiveness of our risk management arrangements.