

# CORPORATE PLAN SUMMARY

2022-2025



**GMCA** GREATER  
MANCHESTER  
COMBINED  
AUTHORITY

# Our Mission

**The mission of GMCA is to shape and enable Greater Manchester to deliver its shared ambitions and priorities.**

# Our values

**Everyone in our organisation strives to be:**

- 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 local authorities and partners
- Empowering: helping people do the jobs they're here to do, removing barriers, streamlining the governance, and giving people authority to act

# Our corporate objectives

**We have four corporate objectives:**

- Deliver core and devolved services for the public
- Secure, and manage, funding and investment at Greater Manchester level for agreed activity
- Work with the 10 local authorities in Greater Manchester to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues
- Ensure Greater Manchester is speaking with one voice – developing, leading & implementing our evidence-based strategies, building our networks and partnerships and influencing policy

# Our Business Model

Devolved Powers  
Government Partnerships

Core Funding  
Local and other funding  
Inward Investment

Mission  
↓  
Values  
↓  
Objectives  
↓  
Corporate Plan  
↓  
Business Plan  
↓  
Directorate Plans  
↓  
Appraisals

## Our People

### Key Stakeholders:

- 10 GM Local Authorities
- GM Probation Service
- VCSE sector
- TfGM
- NHS
- GMP
- LEP
- Marketing Manchester
- Growth Company

The Greater Manchester  
Strategy and supporting strategies

A greener, fairer, more prosperous city region for the  
residents and businesses of Greater Manchester

# About GMCA

**The Greater Manchester Combined Authority has existed in its current form since 2011 and with the election of the city region Mayor in 2017, we became the organisation we see today.**

GMCA is both a political entity and an organisation in its own right. The political part of GMCA provides direction, governance, and oversight of the work we do on behalf of the city region for our residents and businesses. GMCA as an organisation translates that political direction into action through teams of dedicated experts across a range of functions and services.

As a political entity, GMCA comprises the ten local authorities that make up the city region. The Authority is Chaired by the Mayor and is led by the Chief Executive.

Combined Authorities across England operate in different ways and in Greater Manchester, we have worked together to take advantage of the powers we have gained through devolution. These powers have helped make GMCA bold in its ambitions, taking advantage of the functions and resources transferred to us from national government. Our devolved powers give us greater control over spatial planning, housing, transport, policing and skills. GMCA also works in partnership with health colleagues on Health & Social Care devolution and with Transport for Greater Manchester on bus reform.

Devolution has also enabled us to bring a number of organisations and functions together across the GMCA including:

- Greater Manchester Fire and Rescue Service (GMFRS)
- Greater Manchester Waste Disposal Authority (with services outsourced to a private contractor, SUEZ)
- The Police and Crime Commissioner Function, including the commissioning of probation services
- Management of the Adult Education Budget for Greater Manchester

Across the UK, GMCA is a well-recognised and respected part of local and national governance. We are unique and have distinct differences from Local Authorities, and it is the Greater Manchester spirit of collaboration that gives us added value when it comes to strategies that benefit the whole of the city region and its people. By working together, we have, and continue to make Greater Manchester the place it is today.

# Our People

**As an employer, GMCA is home to over 2000 staff. Of these, around 1500 (72%) work solely for GMFRS. The other 600 are working directly for the Combined Authority, including shared support services that come under our Corporate Functions.**

Our colleagues have a diverse range of skills, knowledge, and expertise in areas as distinct as economic policy to digital transformation, organisational change to fire prevention.

Within the various functions of GMCA, our colleagues spend the majority of their time working across teams and with our partners to ensure the city region speaks and acts with one voice.

The organisation is led by a Senior Leadership Team that collectively oversees the following directorates:

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

We work closely with partners in health, transport, criminal justice, business, voluntary and community sectors as well as the GM Local Enterprise Partnership (LEP), other regional bodies and national government to ensure the work we do has a positive impact on the 2.8m people that call Greater Manchester home, as well as the many thousands who chose to work, study, visit and invest in the city region.



# How we're funded

## Our core funding includes:

- Core Government grant
- Greater Manchester Local Authorities – consisting of a Levy and Statutory Charge for transport functions and a Levy for provision of waste disposal on behalf of nine authorities.
- Council Tax Precept
- Other grant, income and reserves

This funds the following services and a wide range of activity:

- GMCA Economic, Development and Regeneration, including devolved Adult Education Budget
- Mayoral including Greater Manchester Fire & Rescue Service
- Transport including Transport for Greater Manchester
- Waste Disposal functions provided on behalf of nine Greater Manchester local authorities
- Police Fund budget for the Police and Crime Commissioner's Office and Greater Manchester Police

# Supporting Greater Manchester

**In February 2022 we launched a new Greater Manchester Strategy. The strategy provides a plan and way of working on behalf of the city region.**

With the primary objective of creating a greener, fairer, and more prosperous city region, the strategy focusses on

what we want to achieve, how we'll achieve it, how we will work together and what this will mean. The strategy aims to deliver against the following shared outcomes:

- People's wellbeing - better homes, jobs, transport, and health, living in vibrant communities
- Thriving businesses - which succeed and look after their people, places, and planet
- Leading the UK and the world - in sectors including low carbon and digital

It is not the responsibility of GMCA to deliver these outcomes alone. Achieving results against any of these areas is down to the collective effort and energy of all our partner organisations, driven and enabled by and through GMCA.

# Our achievements

**GMCA has achieved a significant amount over recent years and some examples of our achievements are provided below. Further detail can be found in our full Corporate Plan:**

- Successfully delivering core and devolved services for the people of Greater Manchester, including the Fire and Rescue service.
- Securing and managing European and national funds that have supported growth and investment activity across Greater Manchester - for example, funding from the European Social Fund has been used to help Greater Manchester residents to access training, employment and development opportunities. In addition, funding secured for A Bed Every Night has helped reduce the number of homeless people or people sleeping rough on our streets.

- Working in partnership with the ten local authorities in Greater Manchester to deliver the Greater Manchester Apprenticeship and Careers Service, the development of the Good Employment Charter, the delivery of safe, decent and affordable homes and working with TfGM on a range of transport initiatives, including the launch of the Bee Network.
- Building the evidence base and partnerships to drive Greater Manchester's agenda and provide system leadership, including through the development of the social value framework to help tackle inequalities in Greater Manchester, creating a unified model of public services to better integrate services in Greater Manchester and implementing our Environment Plan, which supports the city region's vision for a low carbon future.

We have also been able to deliver on areas as diverse as the development of a ten year gender based violence strategy, a new Fire Plan for the city region, improved access to digital infrastructure and equipment, early years interventions, delivering against our science based environmental targets, and many other essential and, in some cases, ground breaking schemes that directly affect our communities.

Over the last two years, GMCA has also played a pivotal role in supporting residents and businesses across the city region deal with the impact of the COVID 19 pandemic and now, as we begin to rebuild across all areas of society. We will continue to play a central role in supporting the city region as part of the multiagency response to this uniquely devastating issue and our plans for the next three years support this. The unique relationships we have with our districts and partner

organisations will enable us to support those affected by the pandemic, making a positive difference to the lives of everyone living and working in Greater Manchester.

## Our objectives and priorities

**With its strong history of partnership working and the most advanced devolution deal anywhere in the UK, GMCA is uniquely placed to deliver its ambitions for the city-region over the coming years.**

We have developed four corporate objectives for 2022 – 25 that will help shape and support our commitment to the city region:

### Objective 1:

Deliver Core/Devolved services for the public

Our key priorities for the next three years include:

- Providing the best fire and rescue service we can to our communities. Our mission is to save lives, protect communities and work together.
- Keeping people in Greater Manchester safe, reduce harm and offending, and strengthen our communities and places. We will continue to make the required improvements to policing the city region in line with GMP's forward plan.
- Co-commissioning probation services with Her Majesty's Prison and Probation Service so that we can reduce reoffending and deliver public services effectively and efficiently. This approach gives us the flexibility to diverge from national or standard policy and direction.

- Shaping adult education provision in Greater Manchester and working with partner organisations and business to deliver quality training and education. This will support our residents with learning, helping them acquire essential skills and experience to progress in work or further learning.
- Continue to deliver support across a range of Health, Life, Skills and Work-related interventions to support 22,600 Greater Manchester residents on their journey to good employment (subject to additional funding from DWP).
- Managing and disposing of municipal waste from nine of GM's districts and working together with Suez to increase recycling rates across households
- Providing advice and support to businesses to help them grow. This includes providing access to expert one-to-one and peer-to-peer business support, events, specialist programmes and funding.

## Objective 2:

Secure, and manage, funding and investment at a Greater Manchester level for agreed activity

Our key priorities for the next three years include:

- Deliver Local Full Fibre Network infrastructure to 1,600 sites and look to attract more investment in infrastructure, helping support public sector reform, inclusion, and economic activity.
- A Bed Every Night (ABEN) will continue to support homeless residents across Greater Manchester, recognising the additional needs

and challenges posed by winter. GMCA will lead activity to ensure the continuation of ABEN and Housing First provision beyond their current contracts.

- Continue support for young people not in education, employment, or training (NEET), plus launch the Greater Manchester ESF NEET & Youth Employment programme, which will support 6,000 young people aged 15-24.
- Continuing our focus on victim services and domestic abuse perpetrator programmes, including reform to victims' services and domestic abuse prevention programmes linked to our Gender Based Violence strategy.
- Helping women and girls feel safer through improving safety on public transport, with increased lighting and CCTV in key areas.
- Establishing a mayoral green spaces fund which will build upon the successes we've had through our Five-Year Environment Strategy. This is addition to looking at restoring our peatlands through commercial investment initiatives.
- Deliver against our retrofit action plan and build on the grant funding we've already received to create a retrofit accelerator
- Improve the energy efficiency of social housing, working with landlords to support tenants have warmer, more secure homes.
- Deliver new housing that supports Greater Manchester's plans to build 10,000 new homes every year, balancing developments across our towns and cities, including regeneration of brownfield sites to deliver an extra 8,638 homes
- Continue to roll out the refit of public sector buildings.



- Support manufacturers with access to digital technology so they can be even more productive, growing the Greater Manchester economy and supporting their employees adopt new ways of working.
- Securing and managing UK Shared Prosperity Funds. These funds will ensure our people and places benefit from investments in line with Greater Manchester Strategy objectives.
- Continue to manage the Local Growth Fund. Through the LEP, GMCA was awarded £493.5 million which has been, and will continue to be used to create jobs and attract further investment into the city region. We expect to deliver around 7,000 jobs and £364m in private sector investment in the next few years as projects reach completion.

### **Objective 3:**

Work with the ten local authorities to drive collective activity that puts Greater Manchester at the forefront of tackling social, economic, and environmental issues

Our key priorities for the next three years include:

- Supporting TfGM to deliver a wide range of transport initiatives, including the development and delivery of the Bee Network and the work to deliver bus franchising, which will be vital to enable GM to properly integrate our bus and Metrolink networks. All ten GM Local Authorities are currently under a legal direction from Government to tackle illegal levels of NO2 pollution across Greater Manchester. Proposals for the introduction of a Clean Air Zone together with financial support packages to help vehicle owners

transition to cleaner vehicles are subject to ongoing discussions with Government, with actions to be taken over coming years and we will seek to advance long-term ambitions on rail devolution.

- Building on the success of The Good Employment Charter by increasing the number of businesses engaging with it and driving forward Greater Manchester's ambition to become the UK's first Living Wage City-Region.
- Through the Digital Inclusion Action Network and Taskforce, we will address the digital divide by removing barriers to digital inclusion such as connectivity, accessibility, affordability, skills, motivation, and confidence. Working with partners, we are prioritising under 25s, over 75s, and disabled people.
- Creating digital early years records across all ten boroughs to support school readiness for our children
- Improving data and analytics capability to support our priorities around the environment, victims services, reform, work and skills, place and equalities.
- Attracting further resources for the age-friendly neighbourhood work
- Expanding the Take-Up campaign, reducing digital exclusion, and working to expand employment opportunities for workers aged over 50
- Further develop GMACS for young people in Greater Manchester, providing careers advice and allowing young people to apply for courses, jobs, and apprenticeships.
- Building on the Young Person's Guarantee and taking forward the recommendations made by the Youth Task Force.

- Ensuring a high quality and consistent offer across Greater Manchester for our care experienced young people, with targeted programmes to support education and employment opportunities, digital connectivity, travel and transport and housing
- Promoting better housing options by working with the NHS, TfGM, and Greater Sport on improving how older people can get around their neighbourhood.
- Launching a Gender-Based Violence Board, and Victim and Survivor Panel, including the development of an initial delivery plan focussed on public engagement and education, issues associated with housing, perpetrator programmes, and improved policing and criminal justice.
- Adopting the Places for Everyone plan by the end of 2023, and delivering the Plan's ambitions, through the Greater Manchester Growth Locations project.
- Setting out plans to deliver 30,000 new zero-carbon homes for social rent by 2038. We will work to radically improve temporary accommodation standards, with a focus on families experiencing homelessness.
- Revising our approach to cultural investment, maximising opportunities across our city region and beyond, and ensuring that the sector supports and promotes talent and actively reduces barriers to involvement.
- Convening the whole of the Greater Manchester system to deliver the shared ambitions set in the Greater Manchester Strategy.

## Objective 4:

Ensuring Greater Manchester is speaking with one voice – developing, leading, and implementing our evidence-based strategies, building our networks and partnerships, and influencing policy

Our key priorities for the next three years include:

- Through Go Neutral, delivering an additional 300MW of renewable energy over the next three years, using local supply chains, to create further investment and jobs.
- Creating Local Area Energy Plans for each district, alongside a Greater Manchester wide plan.
- Developing plans for low-carbon retrofitting across the city-region through the Greater Manchester Retrofitting Taskforce. This will include home and building improvements on a mass scale, boosting new skills, creating good jobs, and driving investment in low-carbon industries.
- Using social value to make sure the things we do are good, fair, and sustainable through the continued implementation of our Social Value Framework.
- Promoting the role of the VCSE sector, working with the sector to tackle inequalities across Greater Manchester, through implementation of the new VCSE agreement. This includes the delivery of a five-year programme to harness the potential of VCSE organisations working across the city region.
- Embedding the work of our Equality Panels.
- Continuing to be a national trailblazer, reinvigorating our work around integrated neighbourhood support

by learning from the community response to the pandemic. This includes developing a network to identify, amplify and elevate new and innovative ways of working.

- Creating a resilient city region so that Greater Manchester remains prepared and able to respond to civil risks and emergencies. We will play a lead role in this at a city region level working with the ten local authorities in Greater Manchester.
- Through the Violence Reduction Unit, reduce serious violence, especially in the under 25 age group, and strengthen local communities through a place-based approach to investment and interventions.
- Fully establishing the Energy Innovation Agency and supporting a pipeline of innovations to commercialisation.
- Continuing to promote Greater Manchester to the world, through Greater Manchester's new International Strategy. This includes ambitions for international trade, foreign direct investment, research and innovation collaborations, international visitors, and international students.
- Refreshing the Greater Manchester Local Industrial Strategy so we can respond to new economic challenges and opportunities. GMCA will also continue to support the development of Innovation Greater Manchester, led by the city region's businesses and universities.
- Working with Government to shape and implement the levelling up agenda, with the Levelling Up White Paper expected in early 2022. We will also work with partners on Parliament Bills which are a priority for the city region.
- Implementing a Greater Manchester Information Governance framework and deliver the Greater Manchester Information Strategy. We will also work with Government to improve the way data is shared.

## Where to find out more

You can read a full version of our Corporate Plan on the [GMCA website](#) where you'll also find further details of our achievements and our plans and strategies for the future that we coordinate across the city region on behalf of our residents and businesses.

You can also read the Greater Manchester Strategy online at: [aboutgreatermanchester.com](http://aboutgreatermanchester.com)

## Get involved

**Web:** [greatermanchester-ca.gov.uk](http://greatermanchester-ca.gov.uk)

**Twitter:** @greatermcr

**Facebook:** /greatermcr

