

GMCA Corporate Peer Challenge Action Plan

The action plan includes brief updates of areas of activity which are currently underway responsive to the recommendations. Next steps and further actions are captured, which will also be embedded in the developing 23/24 Business Plan and any relevant thematic delivery plans, ensuring activities are delivered in line with existing strategies and plans.

Rec		GMCA Lead	Comments / current action	Next steps / Actions to take
1	<p>Continue with positive shift to inclusive economic growth underpinned by strong place-based collaboration through the 6 growth locations including through encouraging local delivery plans (such as the Oldham Economic Review) and local partnerships (e.g. MDC, MDZs)</p>	AM / JW	<ul style="list-style-type: none"> • Recognition of the current work and emphasis of GM approach to Growth Locations is welcomed. The recommendation is for continuity, progressing current plans rather than doing anything new. • Current focus of LEP activities on inclusive growth, ensuring this translates across economic growth activities. • The refresh of the Local Industrial Strategy will embed the Growth Locations more fully in our economic strategy, but also provide the opportunity to differentiate better their strengths and potential, and stage of development, to identify areas for focussing collaborative working between GMCA and local authorities and different local authorities. 	<ul style="list-style-type: none"> • Refresh of the Local Industrial Strategy and creation of new Implementation Plan. • Further develop mechanisms to embed inclusive growth in policies and decision making, initially via developing use of the decision support tool as a way of driving inclusive growth agenda into policy and delivery • GMCA will use Devolved AEB and other programmes to target cohorts and places using evidence & data to ensure the provision is working as hard as possible and reaching those that need it the most
2	<p>Ensure that the innovation agenda (and forthcoming Innovation Accelerator programme) reflects this inclusive and place based model emphasising the value of increasing innovation capacity in the SME community and foundational economy, as well as through established innovation assets and University partnerships</p>	JW	<ul style="list-style-type: none"> • Significant work has been undertaken to develop the GM innovation accelerator – working closely with Government and InnovateUK – and the Innovation GM partnership. • Recent and current activity is focused on realising the opportunity provided by the trailblazer – including both the portfolio of new projects that will be supported in GM as well as new ways of working with Government and the other trailblazer regions (West Midlands and Glasgow) – and a new MOU with InnovateUK. This activity will continue up 	<ul style="list-style-type: none"> • Foundational Economy Innovation Fund, about to be opened to bids, gives an opportunity to better link Innovation GM (and the Accelerator), which are focused more on frontier strengths, with our approach to the Foundational Economy. • Continued focus and further development to ensure IGM focus includes delivery of innovation ecosystem in all parts of conurbation

			to 2025, alongside a focus on the next stage of the IGM partnership.	
3	Scale up the delivery of the ambitious work on net zero 2038 , in areas such as green retrofit in collaboration with private investors and other CAs where beneficial	MA	<ul style="list-style-type: none"> • Significant area of work - adopted a mission based approach to engage over 150 GM organisations on decarbonisation delivery. • Existing 5YEP and range of activities being delivered, utilising available Government Grants where available. Recognise the need to better utilise innovative funding models to scale up this work. • Welcome the recognition of the ambition set around this agenda, and note GM's realism about the challenges in achieving 2038 target – outlined in the GM Local Area Energy Plans. • Existing work on developing a Strategic Outline Business Case (with EY) will aim to set out our future direction on private sector investment and may point to where getting greater scale (eg by collaborating with other CAs) would be beneficial 	<ul style="list-style-type: none"> • Refresh of the 5YEP in 2024 will afford the opportunity to set out further actions required to scale up to meet our 2038 target • Currently utilising retained business rates to create capacity specifically to help Districts to scale up their activities. This funding is time-limited and we will need agreement on continuation of capacity funding for this agenda in the future
4	Focus Public Service Reform on clear value-added activities including prevention that make the biggest difference to vulnerable people's lives and councils' budgetary pressures , such as home to school transport, SEND provision, external residential placements, homelessness, asylum response, and social worker recruitment and retention	JF	<ul style="list-style-type: none"> • Welcome recognition of progresses made in this area and platform from which to develop, the recommendation aligns with strategic priority and GMS ambition around early intervention and prevention, but with challenge of urgent need / immediate demand needing to be balanced. • Current activities build from the established White Paper and work been undertaken to revisit role and form of the Reform Board, ensuring best equipped to deliver • Neighbourhood floor target approach in GMS to support the prioritising of resources into areas of greatest need and support the demonstration of the business case to support greatest need • Reform Exec continues work to focus on identification of priorities and ensuring activities add value to GM system. 	<ul style="list-style-type: none"> • GM priorities / actions developed following analysis of District self-assessments. Agreed areas for action: <ul style="list-style-type: none"> - Restate PSR principles & place-based integration approach - Strengthen community-based models of family help - Pan-GM programme to improve outcomes for those experiencing multiple disadvantage - Begin roll out of a consistent Live Well offer - Establish spatial problem solving initiative in each of the 10 Districts - Create learning, workforce & leadership development capability to accelerate system shifts

			<ul style="list-style-type: none"> Continued development and investment from GMP and GMFRS in prevention agenda, building on developments such as GMP corporate prevention branch creation and development of prevention hubs in districts, connecting neighbourhood policing and place based working 	<ul style="list-style-type: none"> Reinvigorate Reform Investment Fund Reenergising prevention agenda – priority setting and agreement from all stakeholders
5	<p>Consolidate pioneer status on English devolution by being ready to operate a single settlement system with a robust outcomes framework, augmented by first stage Total Place budgets at council level, and innovative financial approaches such as land value capture</p>	JW	<ul style="list-style-type: none"> Ongoing conversations with Government, desire to consolidate finances via trailblazer. Deal not yet secured, next steps will be dependent upon final agreement Work underway to consider implications for CA form and functions if block grant awarded 	<ul style="list-style-type: none"> As this work progresses, take forward further conversations with Gov on land value capture Detailed work to be undertaken following award to ensure resources and mechanisms are in place to make single pot effective for delivery of shared outcomes Work required to consider process for block grant at district level – and lessons from districts – to inform delivery model
6	<p>Enable the delivery of the Bee Network by getting TfGM ready in advance to manage a fully integrated London style network.</p>	SW / EB	<ul style="list-style-type: none"> Significant plans in place and continue to be delivered. Active Travel Commissioner launched refreshed active travel mission, now being implemented across city region 	<ul style="list-style-type: none"> Depending on outcome of devo negotiations - train development activities as part of integrated travel network
7	<p>Manage the significant financial risks of the transport budget and bus franchising and the challenge of an inflationary environment in an open and systematic way. Franchising is complex and challenging for everyone involved, taking time now to explore concerns and risks will be a good investment for the future.</p>	SW	<ul style="list-style-type: none"> Welcome the recognition of complexity of financial resourcing and effective management of funding streams and totality of resources, including recognition of effective use of flexibilities e.g. use of reserves Deliver £8m efficiency savings programme in TFGM 	<ul style="list-style-type: none"> Seek to conclude discussions with DFT to maximise Government funding support for both bus and Metrolink services Closely monitor bus and Metrolink spend in particular patronage and energy consumption
8	<p>Ensure the collaborative time spent by Leaders and CEOs is put to optimum use, allowing clear accountable leadership, quality strategic work and appropriate deep dives</p>	EB / AL / SN	<ul style="list-style-type: none"> Work been undertaken with the aim of striking the right balance between strategic discussion and oversight / sign off. Changes have been made to WLT agendas, with greater focus on few key discussion items at meetings and other papers agreed. Leaders Strategy meetings also improved 	<ul style="list-style-type: none"> Work with CXs and Leaders to consider current ways of working and configuration of portfolio areas, review current support and delivery in place, ensuring effective and efficient ways of working across all portfolio areas.

			<p>with smaller number of key discussion items on agenda and less time on paper sign off.</p> <ul style="list-style-type: none"> • Changes have been made to programming of meetings to maximise use of time. CXIG now aligned to GMCA meeting day rather than bringing groups together multiple times. 	<ul style="list-style-type: none"> • Action embedded in Business Plan to improve efficiency and effectiveness of forums / partnership meetings convened etc
9	Continue to work with LA partners on areas where shared capacity development is an issue - for example on investment and business case development, decarbonisation and data analytics, e.g. to support the housing growth ambitions in the Places for Everyone plan	AL / SN	<ul style="list-style-type: none"> • Ongoing work – via regular attendance at District CEMT mtgs. • Specifically looking at supporting District capacity via Housing fund/other surpluses and staff team support • Welcome the positive feedback about CA workforce, who are enabled by working with highly skilled and professional colleagues in our partner agencies. We recognise the need for the CA to continue to support capacity, enabling building of capabilities and continued joint working with shared skills and resources to enable GM to deliver collectively on our shared ambitions. • Note the report highlights not all GM staff appreciate the resources challenge that councils face. 	<ul style="list-style-type: none"> • Continue conversations with Districts – and other partners – to consider greater sharing of capacity and collaboration. • Greater use of GMCA convened forums / officer meetings to build greater capacity and collaboration opportunities • Explore potential to extend shared data aggregation and analytics platform being developed with several localities and GMCA • Use of retained business rates funding to support District capacity on net zero activities • Greater visibility and dissemination of issues / understanding following District management meetings, ensuring CA staff are aware of live issues and circumstances in each of the Districts, such as financial challenges.
10	Roll out with councils a consistent approach to working and engaging with communities and the third sector	JW / CN	<ul style="list-style-type: none"> • Greater recognition of the established VCSE Accord required, as our collective agreement and mechanism by which to work with the sector. The Accord has been adopted by GMCA and all 10 LAs. Recognise the report highlights need for further activity for CA to further embed / maximise benefits and use of VCSE Accord. • Strengthening the impact of GM Equality Panels through stakeholder engagement and continued financial investment 	<ul style="list-style-type: none"> • Ongoing development of VCSE Accord Delivery Plan, working in partnership with the sector and Health & Care • Work with local authority, health and VCSE partners to convene the first meeting of the GM VCSE Forum, aimed at further development of consistent working practices • Consideration of activities which CA could deliver which supports developing the capacity of the sector, further enabling

			<ul style="list-style-type: none"> Continue work to support (where required) VCSE Leadership Group in embedding new VCSE Accord communications strategy within GM system – helping build knowledge and understanding of diverse VCSE sector among public sector 	<p>their role and impact in the GM system. Include as commitment in business plan ‘giving back’ – building capacity / capability of the sector providing benefit for whole GM system</p> <ul style="list-style-type: none"> Ongoing review and evaluation of impact of GM Equality Panels Refresh and relaunch GM-level engagement toolkit to support all colleagues and partners in creating high quality, effective and meaningful engagement and involving people to inform decisions and direction
11	<p>Agree a joint agenda with the GM Integrated Care Board. NHS structures continue to evolve and agreeing a way ahead will be important to achieve maximum impact for residents</p>	JF / AL	<ul style="list-style-type: none"> Ongoing work with Chief Executives, ICB and wider stakeholders to support establishment of effective working arrangements for ICP 	<ul style="list-style-type: none"> Further developing working arrangements and ensuring effectiveness of areas of joint / whole system working e.g. mental health where whole system responses are required – with ability to understand impacts on all service areas and collaborative responses Continued joint working through emerging ICP strategy and Reform Executive to explore opportunities for further development of shared outcomes and resources
12	<p>Keep up the pace of improvement with GM Police and GM Fire and Rescue Service, including in response to the Arena Inquiry, and encourage strong place-based working</p>	DD / NE / MM	<ul style="list-style-type: none"> Welcome the recognition of the improvement and achievements to date. Robust plans in place and clear progress being made. Ongoing actions to ensure plans in place, continue to deliver and momentum is maintained and continue to deliver improvement Continued oversight and monitoring of progress of both GMFRS and GMP improvement by the Mayor Prevention hubs are being developed in each GM district, with GMP, GMFRS and LAs working in partnership to implement more effective place- 	<ul style="list-style-type: none"> New governance around the Arena Inquiry recommendations to be launched Strong governance in place through POAP board, GMP performance meeting and Deputy Mayor Executives for police and fire Implementation of prevention hubs / reinvigorated neighbourhood policing arrangements across each district taking place which will be monitored and evaluated for effectiveness and impact

			<p>based problem solving to prevent crime, anti-social behaviour and harm to communities</p> <ul style="list-style-type: none"> • GMCA working with GMP on the neighbourhood policing review at strategic and operational levels 	<ul style="list-style-type: none"> • Community-led approaches to preventing and tackling violence will be in place in each of the ten GM districts by year end • GMCA event with all 10 CSPs, GMP, GMFRS and PSR team taking place in March '23 to introduce the new Deputy Mayor and agree future priorities
13	<p>Enhance the positive culture of the CA through exploration of reviving the GM Leadership Programme, succession planning activities and use of leadership / leadership development across GM agencies restating the ambition around the GMS, plans on a page, developing behaviours to match the values, expanding apprenticeships, and strengthening staff networks</p>	MM / CN / SN	<ul style="list-style-type: none"> • Business plan development and refreshing the mission to further develop the whole organisation, enhance culture, set clear delivery priorities, and responsive to workforce feedback - Being Greater employee engagement underway, supplementing BeHeard/Pulse Surveys • Refreshed internal communications strategy, for longer-term engagement with mission, values and behaviours • Development and delivery of People Strategy • Continued development of ELN, Leadership awayday session arranged 	<ul style="list-style-type: none"> • BP actions to develop org and individual capacity (via people strategy) • GMCA 2.0 – refreshing the mission • Forward plan of content / agenda items for ELN and develop and deliver actions arising from Leadership session. Continue to develop forum to create opportunities for cross organisation working and development opportunities. • Explore with CXs potential of reviving GM Leadership Programme, consideration of joint approaches to succession planning, development and retention of talent and greater sharing leadership capacity.
14	<p>Improve the diversity of the CA workforce to reflect the city region's population and continue to focus on advancing the equality and diversity impact across demographic, geographic and socio-economic activities maximising all partner contributions</p>	JW / MM	<ul style="list-style-type: none"> • HR led activities to support greater diversity in the workforce. Lessons learnt from activities delivered for GMFRS. • CA Equality Strategy and Action Plan delivery working with the ELN EDI Working Group • Actions flowing from EDI Recruitment Audit 	<ul style="list-style-type: none"> • Develop GMCA equality objectives, including for our workforce and key policy areas • Lead development of GM Race strategy, responsive to the findings of GM race research • Lead development of GM response to Disabled People Survey findings • Continued development of strategic approach to tackling poverty • Delivery of Year Two of GM Civic Leadership Programme • Deliver GMCA people strategy

15	<p>Support the national Combined Authority network to operate effectively within Whitehall and benefit from the GM experience. GMCA has a huge amount of experience to continue to share with others. The Convention of the North provides an opportunity to start more systematic collaboration on some elements of devolution planning, given the trailblazer provisions are likely to be adopted by other CAs in due course.</p>	EB / SN / JW	<ul style="list-style-type: none"> • Close collaborative working on the Devo Trailblazer and continue to play an active and leading role as part of the M10 – ongoing offer to share knowledge & learning • Ongoing engagement and involvement with M10 working groups such as M10 Low Carbon Group • Continued involvement in range of national forums and partnerships, providing capacity, expertise and regular speakers at events etc to support systemwide learning, dissemination and development e.g. CA Governance Officers • The GM Deputy Mayor for Police, Crime, Fire and Criminal Justice has the national portfolio for Serious and Organised Crime (SOC) through the Association of Police and Crime Commissioners, helping to lead national SOC system reform as well as having a strong voice in related national programmes and portfolios 	<ul style="list-style-type: none"> • Explore role of secondments - agreeing programme of work out of Convention of the North • Consideration of GMCA playing greater role in M10, recognising benefit to other MCAs, and balancing time and approaches to support wider network development and creation of opportunities and capacity, which can provide GM and network benefits
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