

Greater Manchester Combined Authority

Overview and Scrutiny Committee

Date: Wednesday April 9, 2025

Subject: Developing a new Greater Manchester Strategy and ten year delivery plan

Report of: Mayor of Greater Manchester Andy Burnham and GMCA Group Chief Executive Caroline Simpson

Purpose of Report

To describe the approach and content for the development of the new Greater Manchester Strategy and supporting ten-year Delivery Plan.

Recommendations:

The Committee is requested to provide comments and a steer on the approach and contents.

Contact Officers

John Wrathmell, Group Director of Strategy

Claire Norman, Group Director of Communications

Amy Foots, GMCA Head of Strategy and Transformation

Legal Considerations

None

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

Number of attachments to the report: none

Background Papers

None

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

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1. Introduction/Background

The Greater Manchester Strategy (GMS) has provided the ‘North star’ for the city region for many years, with regular refreshes and rewrites. The last GMS was written in 2021. This report describes the approach and content for the next document, due to be completed in May 2025.

2. Development to date

Engagement on the new Greater Manchester Strategy (GMS) began in June 2024 and ranged from early conversations on the rewrite to more involved conversations about

system expectations and the overall approach to the development of the new strategy and the associated delivery plan.

An initial framework for the strategy outlined chapters and proposed high-level contents, and views were sought from a range of stakeholders on the structure and content to inform the production of a first fully written draft.

The overall approach was for the GMS to be the 'North Star' for GM's shared ambitions, to ensure it makes sense to all our people, our institutions, our businesses and our investors so we can communicate our progress with these people and build awareness of, engagement in and advocacy for our shared ambitions. As such it should be:

- Short, top level, plain English
- Focussed on making it real – what difference and impact will those people feel and see as a result of this
- Contain pledges or outcomes and metrics which are tangible and measurable, so we have independently verified data and evidence to share progress in a way which helps people feel the change
- Be supported by case studies and vignettes of the public engagement and activity which has fed the priorities and actions, what we're already doing and what's to come

A breadth of GM thematic and place-based plans and strategies will deliver the GMS ambitions. The intention is not to duplicate or replicate all that activity in the ten year delivery plan. Instead, the ten year delivery plan will capture the detail of some intervention areas, with prioritised systemwide activity which are fundamental to delivering the city regions growth and prevention ambitions over the coming decade.

From January 2025 system engagement activity has focussed on sharing the GMS Framework and draft ten year delivery plan, building whole system involvement and buy-in to the ambitions of the GMS and the attainment of the delivery plan actions, and ensuring alignment of thematic and place-based plans with the refreshed GMS ambition.

Oversight of the development process has been via an Editorial Oversight Board, which first met in early January to discuss the first Framework and the overall approach.

Feedback from the engagement sessions and meetings above have all been incorporated over the last four months.

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Based on that feedback the final framework ahead of the first full draft being written is at Section 4 of this report for your views.

3. Next steps

Work is now underway to begin writing the full draft strategy and delivery plan documents, this will be developed with input and oversight from the Editorial Oversight Board and a further round of system engagement. Based on feedback, full final draft documents will be provided to GMCA in May for review and adoption.

Case study options and infographic/design elements will be developed as the final draft is prepared to ensure there is the appropriate emphasis while being mindful of the size of the document. When written they will focus on how the activity enables people to live good lives and/or creates thriving places and/or shows deep collaboration in action, ie how they contribute to our vision, rather than the programme activity per se. Content is also being developed via a series of interviews with people from across GM whose input will help shape the wording of the outcomes, and whose views we can potentially track throughout the GMS period as part of our developing approach to public participation.

4. Summary GMS March 2025

Vision:

A thriving city region where everyone can live a good life

1. Foreword

Brand GM – what's unique about us and our ways of working

Positioning - maturity / clarity / confidence of uniquely networked system at the forefront in opening the way for the country

Focus - the missions/building blocks/fundamentals of a good home in which to live, in a safe, welcoming community with access to green spaces and clean air, able to get on in life and get around your area and region, with everyday support in all neighbourhoods so everyone can live well and have the skills needed to sustain a decent income to keep our economy growing and all parts of our city region thriving.

2. Our strategy

Who we are – the people - we are the public, private, voluntary, community, faith and academic sectors of GM, working for and with the people who live, work and visit here.

What we are – the place – a uniquely mature system where many strong partners and communities with distinct identities, from public services to sport, culture and tech, come together for common purpose, at the forefront of opening the way for the country

Our collective vision – **a thriving city region where everyone can live a good life**

Who will feel the difference – people of all ages, our different sectors, our places, our organisations and the country, as we help open the way for others

Our collective outcomes:

- People will live in good homes, in safe, welcoming and greener neighbourhoods
- People will be better connected to good jobs and opportunities and to places across our city region
- People will have the skills and health they need to secure and maintain good jobs with decent pay, with everyday support in every neighbourhood for those who need it
- We will have a thriving economy benefitting us all, with good jobs, decent pay, support for businesses and sectors to develop and grow, finding skilled workers locally and able to attract customers and investment.
- Our public services will work and be fit for a long-term future, able to do their jobs to help our people, our places and our businesses thrive, and supporting those who need help.
- Greater Manchester will be a fairer place, where all people feel included and valued, with power and decision making closer to communities and better community representation in positions of power.

Where we've come from - our history of diversity, inclusion and cohesion, fairness and social justice, alongside our ambitions for our people and place. Our focus on data driven evidence eg Manchester Independent Economic Review, Independent Prosperity Review, Independent Inequalities Commission.

Our track record of delivery – examples of the impact we've had over the last five year or so

Where we are today – maturity of our system, residents hope and confidence, diverse sector strengths, govt confidence in us

Our **challenges - infrastructure**: speed of growth outstripping infrastructure in terms of transport, housing, digital and AI; environmental challenges; **inequalities**: the economic impact on cohesion and institutions helping it; poverty, low skills and ill health; an academic focused education system; an uneven economy, and unrepresentative power and decision making.

3. Our Unique Approach – Doing Government Differently

Devolution – pioneers in English devolution and ongoing commitment to bring powers, decision making and funding closer to our communities

Collaboration and accountability - not competition, power sharing with govt and citizens and whole place approach for people and programmes

People – names not numbers – fairness, social justice, building trust and confidence and supporting people to Live Well

Place – from neighbourhood to global – growth and benefits felt across all parts and levels of GM, every day support in every neighbourhood, work with northern, national and international city regions

Data and evidence driven

4. The delivery plan

Simple, short, narratives with detail about the activity and some of the interventions we will deliver systemically in support of achieving the GMS vision, with specific prioritised intervention actions being included which will be tracked and progress monitored as part of the performance framework. For each intervention area a ten year vision will be articulated, midpoint milestones captured, and specific delivery activities with system owners for year one.

- **Good homes for all**
- **Safe and strong communities**
- **A green clean city region**

- **Connected people, places and opportunities** – a world class transport system, a clear line of sight to high quality jobs in a thriving economy, digitally connected places and people
- **Support to live well** – everyday support in every neighbourhood
- **A thriving economy benefitting everyone**