

GMCA
Business Plan
2019-2020



Foreword from Eamonn Boylan

Welcome to our updated business plan, moving us into and guiding us through 2019/20. We have had another successful year in the GMCA, with much achieved and many exciting programmes of work delivered, not always in the easiest of circumstances. I said last year, our business plan marked the beginning of our organisation's journey, and this update is very much the next stage in that journey.

In the coming year we have prioritised activities which will drive the delivery of the GMS and the further development of our organisation. The implementation of the Fire Programme for Change, and the continuation of the Service Integration Programme will ensure our delivery is focused on achieving the best possible outcomes for the people of Greater Manchester and our teams are in the best possible shape to deliver.

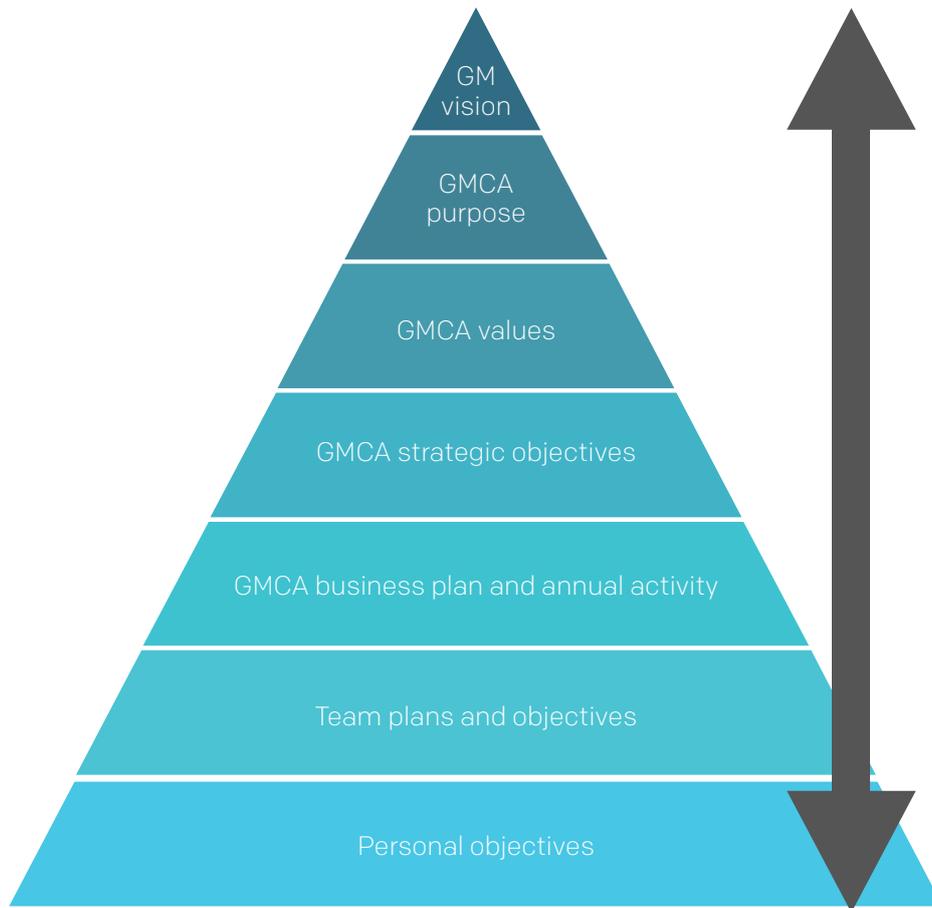
I recognise our organisation is still new and continues to evolve. Further changes and development for the GMCA will continue, notably this year with the closer alignment of GMCA and TfGM, which I am hopeful, will provide new and exciting opportunities. This updated business plan highlights some of our successes to date, lessons learnt, and maps out our direction of travel and delivery priorities for the next twelve months.

In the current national context, with political and economic uncertainty, I am hopeful the development of this business plan sets the GMCA on sound footings for the year to come, maintaining focus on our strategic priorities, while working with enough flexibility to accommodate any changes, which lie ahead. An open and honest approach to the further development of the organisation, our relationships and our ability to respond to changes will continue to guide the future direction of the GMCA.

We are working to ensure all our staff are supported through further transition and the evolution of our organisation, and continue to review and reflect to ensure the organisation is developing to be in the best possible shape to support the successful implementation of the Greater Manchester Strategy.

The Business Plan

Our refreshed business plan provides the framework for the clear line of sight between the Greater Manchester Strategy (GMS) ambitions, into our organisational priorities and ways of working, and through to team and individual plans and objectives for the year ahead. This approach seeks to ensure every GMCA employee understands how their role and work contributes to the achievement of delivering better outcomes for Greater Manchester.



Role and Purpose

To deliver the GMS Vision for Greater Manchester:

To be one of the best places in the world to grow up, get on in life and grow old, where there is:

- A good start in life for everyone
- Good opportunities for our young people, who are equipped for life
- Good employment for all in our thriving, productive, low carbon economy
- Good connectivity – digitally and by public transport – within all parts of GM
- Good, affordable housing in stronger and safer communities
- A good cultural and leisure offer for everyone in a green city-region
- Good health, support for people to live fulfilling lives and quality care for those who need it
- A good quality of life in an age-friendly city-region

GMCA Purpose

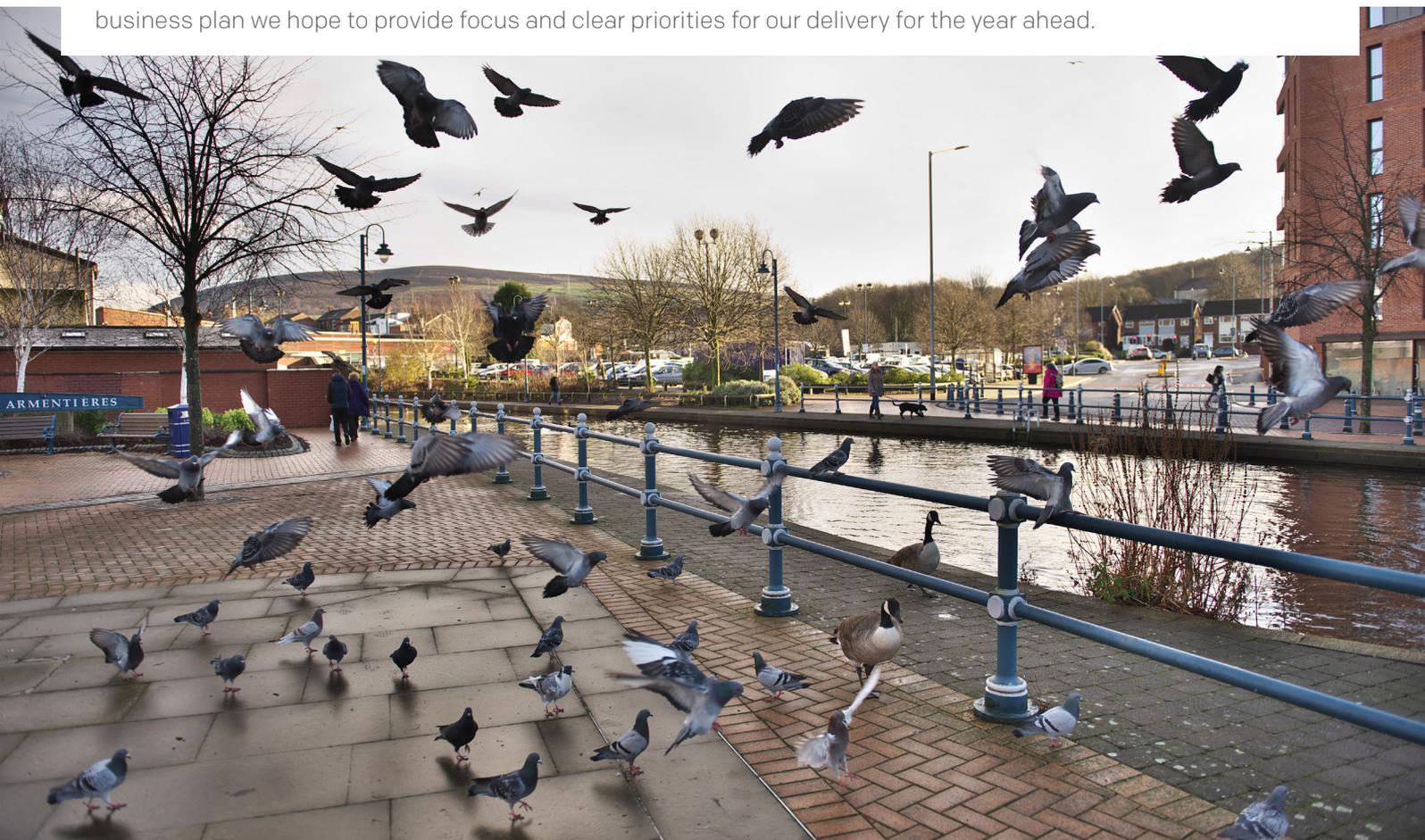
The GMCA is unique, unlike any other local government organisation in the country. The Greater Manchester Combined Authority, with the Mayor and the ten Council leaders has responsibility for more devolved powers than any other place, with a wider scope of responsibility including Fire, Waste, Police and Crime, Transport, Health and Economic Growth.

As an organisation, we have brought together many skilled and talented teams and individuals, with a large range of disciplines and knowledge, to ensure Greater Manchester delivers on those devolved powers.

We are a unique combination of people and powers; a pioneer in the public sector. We recognise however, there is still work to do to bring together our organisation together into a unified, highly effective business.

Our purpose is to shape and enable Greater Manchester to deliver its shared ambitions and priorities both now and in future.

We recognise developing our organisation to meet evolving needs is not without challenge, but through this business plan we hope to provide focus and clear priorities for our delivery for the year ahead.



2018/19 achievements

Much has changed over the last year and many things across the organisation having been delivered, where successes should be acknowledged and celebrated, these include:

- Developed the Greater Manchester Local Industrial Strategy –underpinned by Independent Prosperity Review
- Greater Manchester Spatial Framework redrafted and consultation completed with 20,000 responses received
- Public Services White Paper – developed and launched GM's bold, pioneering model for the future of public services
- Completed Standing Together the GM Police & Crime Plan
- Developed the Good Employment Charter
- Investing in the development of the UK's largest cycling and walking network
- GMFRS Programme for Change is underway to look at how the service works and make sure it is fit for the future
- Continued delivery of the Service Integration Programme to ensure GMCA teams are in the best possible shape to deliver
- Waste Authority joined the GMCA
- Successfully appointed new contractor for GM's waste and resource management services
- Closer working relationship with TfGM
- One Public Estate Phase 7 bids submitted, with all projects supporting transformation and unlocking land for growth
- Internet access is 20 times faster than previously, and now resilient across all sites
- Continue to be an accredited living wage employer
- Second Green Summit held with c.2,000 attendees and 50 exhibitors
- GMFRS successfully tackled two of the largest moorland fires in living memory
- Prepared calls for commissioning last £50m ERDF
- Submitted outline bids drawing down £42m ESF for Skills for Growth
- Adult Education Budget work undertaken to ensure GM is prepared to take control of the £92.6m devolved budget
- Greater Manchester Culture Strategy launched
- Working Well delivered 3562 job starts, above target
- A bed every night scheme has helped around 2,000 rough sleepers so far across Greater Manchester



How we work / organisational culture

We want the GMCA to be a great place to work, for everyone. The agenda and the work we are involved in is exciting and often ground-breaking, but how we work is as important as what we are working to deliver.

The GMCA Organisational Development (OD) Strategy sets out 'how' we work. The work undertaken and time committed to understand staff views and feelings on how our business currently operates has been used to shape the GMCA corporate culture and working practices to ensure this is a place where our people are happy, motivated and dedicated to delivery. We will take forward the commitments in that strategy and ensure we are embedding new and innovative ways of working across the GMCA to deliver the ambitions and targets set in the GMS, and striving for continual improvement.

The 'We are GMCA' orientation programme has been developed for all staff - new and existing – to further shape and embed our organisational culture and ethos.

The OD strategy has informed our corporate **values**:

- We are committed to public services; we exist for the good of the people of Greater Manchester
- We take an 'inside/out' approach; the dedication, care and commitment we show to the outside world we also demonstrate internally
- We are evolving, forming and growing as an organisation
- We hold ourselves to high standards
- We are welcoming

GMCA strategic objectives

In order to support the GMCA deliver, we have agreed a series of strategic objectives, which shape and guide our organisation:

- To build and foster positive partnerships and strong networks, common commitment and clarity
- To develop 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 service work
- To provide a face and voice to the wider world, including Government, for Greater Manchester's ambitions
- To deliver excellent public services

2019/20 delivery

We will ensure effective leadership and management is in place at all levels in the organisation and across all teams. All our people will have access to training and development opportunities, enabling them to be best equipped and confident in fulfilling their roles.

We recognise the importance of regular and effective communication, both internally, and externally with the public and our partners. The Communications Team clearly have a vital role to play in this, but we will also ensure that effective top-down and bottom-up communication channels are in place across the GMCA. Information will be cascaded down from SMT, along with listening to voices from across the organisation and reflection, which will be fundamental to the further development of the business.

We are committed to being an Equal Opportunities Employer, going further than just meeting our statutory duties. All our staff will be treated with dignity and respect and able to work within the GMCA without fear of prejudice.

The activities below are the organisation-wide priorities and deliverables for the 2019/20 year. These will be supported by the successful delivery of team plans, underpinned by the Personal Reflective Appraisal (PRA) process identifying individual objectives.

- To enable and oversee the delivery of the GM vision and strategy
- To deliver GMFRS programme for change
- To deliver the service integration and review programme
- To deliver the GMCA OD strategy
- To deliver the GMCA business plan, with aligned team plans and personal objectives for all staff
- To ensure the production and timely use of business intelligence information to aid effective management and drive organisational improvement

Across the range of activities to be delivered by the GMCA teams, priority actions have been identified which the GMCA will be held accountable for ensuring:

- 1.** Delivery of a refreshed GM Digital Strategy and the Full Fibre programme

- 2.** The development and delivery of the 5 year Environment Plan

- 3.** Activities to support more vibrant town centres through; supporting a diverse cultural offers in all parts of GM, delivery of the Town of Culture programme, increased housing in and around town centres, development of a GM team to support and through delivery of the One Public Estate programme

- 4.** Development of the Greater Manchester Spatial Framework and Infrastructure Plan

- 5.** Homelessness and housing activities; including delivery of GM Housing Strategy (including affordability, social housing and quality private rented sector), Housing Investment Fund, and homelessness support including a Bed Every Night

- 6.** Delivery of the Police & Crime Plan

- 7.** Delivery of the GMFRS Programme for Change

- 8.** Delivery of the Public Services Reform white paper and Early Years delivery model

- 9.** Delivery of the Local Industrial Strategy, Good Employment Charter and strengthening GM's international partnerships

- 10.** Delivery of the Adult Education Budget, Curriculum for Life, UCAS style admissions system, Working Well and work shadowing; and evolve further strategic partnerships with DfE and DWP

- 11.** Implementing new waste and resources management services contract

- 12.** Delivery of GM ageing programme

- 13.** Delivery of all priorities will be underpinned by organisational transformation, ensuring excellence in our support services.

Embedded team plans identify the core activities of each of the GMCA teams, and identifies the 2019/20 team deliverables.

Monitoring performance

The development of this year's business plan also marks the beginning of establishing a regular business rhythm. This business rhythm builds in a timeline for the development of corporate planning - aligned to financial reporting and budget setting; ensures statutory monitoring, inspections and reporting are met; and embeds the annual Personal Reflective Appraisal process.

Overall progress against the team plans will be discussed regularly between team managers and their relevant SMT lead. Formal performance reporting against the actions, and the corporate actions will be reported to SMT as appropriate, with significant exception reporting prioritised.

The Personal Reflective Appraisal will set the framework for effective people management, ensuring all our staff are clear what they are responsible for and the contribution everyone makes to delivering corporate objectives. Objectives and expectations will be clear and performance managed via line management arrangements. All staff will receive an annual Personal Reflective Appraisal, with a six month review.

We want our organisation to be responsive, dynamic and flexible, but we also will ensure minimum standards are met. Effective and timely business intelligence will be used to monitor and drive the performance of the organisation.

A series of corporate actions were agreed in last year's business plan, progress against those objectives and appropriate next steps are as below:

| Corporate actions – to be delivered and monitored over 2018-2020 | Progress update |
|--|---|
| Carbon literacy training for senior managers with a view to rolling out across the GMCA | Training has been offered to SMT and ELT, with limited take up. Work ongoing with Carbon Literacy Trust to create online course for public sector. |
| Reduction in carbon footprint (link to KPIs) | Carbon footprint of Churchgate House reduced by 34.6%, compared to 2009/10 baseline. Carbon footprint of Bury Training Centre increased by 1.7% on previous year. |
| GMCA staff trained through the CPR Heartsafe Commitment | 120 people have completed the Survival Academy Basic Life Support training. A further 12 sessions will be delivered in 2019/20. |
| All staff with management responsibilities will have access to leadership and management advice and tools (To be developed & delivered by OD strategy) | New PRA process launched, along with relevant supporting policies in place. Leadership, coaching and development programme of courses available via HROD service. Leadership workshops have been delivered and continue to be available for managers. |
| All employees to complete the GMCA orientation programme | 130 staff have undertaken the orientation programme to date. Action now incorporated into all team plans to ensure delivery across all parts of the organisation |
| Effective communication channels will be in place – staff newsletter; intranet and website pages; sequencing of SMT / ELT and team meetings to cascade information | Staff bulletin, intranet, website and Chief Executive video update all now in place. Terms of reference for ELT established, sequencing of SMT / ELT meetings in place and meeting regularly. |
| Radical review of GMCA staff engagement mechanisms | Undertaken as part of communications service review and resulting in effective communication channels in place as above. |
| All staff will have IT equipment suitable to meet the needs of their job roles | Complete, with ongoing programme of investment to ensure IT infrastructure and equipment is in place to meet the needs of the organisation. Staff can work anytime, anywhere and access their documents easily and effectively |

GMCA Finances

Our agreed budget for the 2019/20 year:

| | £m |
|--|------------------------|
| Mayoral General Fund (including Fire) | 110.8 |
| Transport | 195.8 |
| Waste | 174.6 |
| GMCA (Economic Development & Regeneration) | 8.8 (gross £133.2m) |
| AGMA | 0.8 |
| PCC | 595.7 |

Our approved three year capital programme:

| | £m |
|---------|-----|
| 2018/19 | 547 |
| 2019/20 | 549 |
| 2020/21 | 372 |

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 SMT. The GMCA Audit Committee will oversee the effectiveness of our risk management arrangements.

