

Greater Manchester
Strategy 2021–2031
good lives for all



The GMS provides the overarching strategic direction for the whole of the GM system (public, private and voluntary sectors).

All partners, agencies, stakeholders and places have a role in its delivery and support in achieving the shared outcomes and commitments.

Our vision:

Good Lives for All: that Greater Manchester is a great place to grow up, get on and grow old; a great place to invest, do business, visit and study.

Through the delivery of this strategy Greater Manchester is determined to become **greener, fairer and more prosperous, in all parts of GM**

The strategy sets the interconnected challenges of inequalities and climate emergency at its heart

Our Shared Outcomes

The Wellbeing of our People

A Greater Manchester where our people have good lives, with better health; better jobs; better homes; culture and leisure opportunities and, better transport.

A Greater Manchester of vibrant and creative communities, a great place to grow up get on and grow old with inequalities reduced in all aspects of life.

Vibrant and Successful Enterprise

A Greater Manchester where diverse businesses can thrive, and people from all our communities are supported to realise their potential.

A Greater Manchester where business growth and development are driven by an understanding that looking after people and planet is good for productivity and profitability.

Greater Manchester as a leading city-region in the UK and globally

Greater Manchester as a world-leading low carbon city-region.

Greater Manchester as a world-leading digital city-region.

Our Shared Commitments

We will **drive investment into our growth locations**, and use that to create opportunities in adjacent towns and local centres.

We will enable the **delivery of resilient, safe and vibrant communities** where everyone has access to essential services, local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces.

We will ensure our **local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened** through the Places for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our net zero carbon commitments and Housing Strategy.

We will create a **carbon neutral Greater Manchester by 2038**, with better air quality and natural environment.

We will deliver a **low carbon London-style fully integrated public transport system** across bus, tram, train and bike.

We will enable the delivery of **world-class smart digital infrastructure**.

We will realise the opportunities from our **world-class growth and innovation assets**, driven by our Places for Everyone Plan, Local Growth Plans and Industrial Strategy to open up opportunities in all parts of the city-region.

We will **support our businesses to grow sustainably**, to become as prosperous as they can be.

We will support the **creation of better jobs and good employment** that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities.

We will **ensure businesses are able to access the skills and talent they need**, by provision of high quality learning and wrapping support around individuals, enabling them to realise their potential - with access to good work for those who can, support for those who could, and care for those who can't.

We will ensure all our **children and young people leave education and training ready to succeed** in the labour market with a balance of academic, technical and 'life ready' skills.

We will **ensure digital inclusion for all**, including under 25s, over 75s and disabled people online.

We will **ensure the delivery of safe, decent and affordable housing**, with no one sleeping rough in Greater Manchester.

We will **tackle food and fuel poverty** experienced by Greater Manchester residents.

We will **reduce health inequalities** experienced by Greater Manchester residents, and drive improvements in physical and mental health.

Our Ways of Working

Leadership – We will adopt a distributed leadership model which is representative, culturally competent and inspiring.

Environment – All partners in Greater Manchester already have a clear commitment to taking the actions outlined in the Greater Manchester 5-year Environment Plan. Actions to address the climate emergency should be woven through and underpin everything that we do, and this will support the achievement of this Strategy.

Equality – We will eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

Involving stakeholders – We will seek to ensure we put people at the centre of our decision making, and ensure the right stakeholders are involved in all our work, delivering through productive and meaningful partnerships.

Effective communication – We will ensure our communication is more than just the exchanging of information. We will be transparent and complete in our communications, delivered in a timely manner.

Progressive Procurement and Social Value – We will capitalise on the opportunity to redefine and strengthen the way we use social value, and will use procurement and social value to support our responses to tackling the climate and inequalities challenges.

Employing robust quantitative and qualitative evidence-based approaches –

We will ensure consistent and systematic use of a robust evidence base underpinning all of our priority setting, decision making and changing what we do. We will adopt principles that data will be disaggregated by geography or cohort wherever possible, to delve below the averages, understanding the variance in outcomes by location and population group.

Workforce – We will put in place a comprehensive workforce programme to support organisational and workforce development based on and facilitating a more integrated public facing workforce.

Innovation – We will explore and apply new and more effective approaches to maximising Greater Manchester's innovation assets to drive economic development and will support the development of social innovation, enabling greater opportunities for people and places.

Thinking for the future – We will wherever possible, embed prevention as part of our standard practices. We want to ensure that Greater Manchester can meet the needs of the present, without compromising the ability of future generations to meet their own needs.

Understanding the impacts of our decisions – We will adopt an assurance framework which assesses our progress on the implementation of the shared ways of working, and the effectiveness of these changes as they are delivered.

Enabled via:

- Embedding the Greater Manchester model of unified services
- Investing in the VCSE sector
- The Greater Manchester Good Employment Charter
- Greater Manchester's Digital Blueprint.

GMS progress reporting

- Provides a systemwide view of activity and progress against the shared commitments (and targets) in the strategy and ways of working – with embedded performance data
- Identifies gaps, challenges, good practice, or issues which may affect the achievement of the GMS outcomes and commitments
- Provides a set of recommendations against which actions can be taken if the GMS is to be achieved
- A progress report will be produced every six months

Progress Report – Key Issues

- The collective efforts required to achieve carbon neutrality by 2038 are not evident across the breadth of thematic areas and activities at present, with the need for greater whole system responses and actions necessarily ‘pivoted’ to meet this agenda.
- To meet our ambition GM needs to embed equalities more systematically into all thematic areas. This should include a review of current activity to determine where changes or necessary pivots could be made and through more effective data collection, analysis and use maximise targeting of resources to meet the evidenced need.
- To deliver the GMS, and the levelling up agenda that it sets, GM needs to translate opportunities into economic benefit for all parts and communities of GM, whilst also positively impacting upon environmental, social and wider economic ambitions.

Notably, the GMS progress report highlights the need to go further and faster if GM is to meet net zero and equalities ambitions

Full report:

<https://democracy.greatermanchester-ca.gov.uk/documents/s22013/11%20GMS%20Progress%20Report%20July%202022%20GMCA.pdf>

What now?

- Undertaking a dissemination exercise to share the progress report and to provide explanation and discussion with stakeholders, thematic groups and equalities panels. Ensuring whole system understanding of the issues and development of appropriate actions. This will form the basis of the second progress report (at 12 months).
- Core team can support and advise on the ways of working, supporting the development of appropriate responsive actions, e.g.
 - Equality advice, targeting
 - Engagement and community insight
 - VCSE Accord
 - Decision support tool
 - Data Dashboards

Performance Dashboards

- Interactive accessible resource which can provide latest performance data

[GMS performance dashboards](#)

