

Greater Manchester Strategy 2021–2031

good lives for all



Background

The fourth Greater Manchester Strategy (GMS) was developed and subsequently adopted in 2021, building from the 2017 Strategy and the one year Living with Covid Resilience Plan. It is the systemwide response to the Independent Inequalities Commission and Build Back Fairer reports.

Wide engagement in developing the Strategy, including meetings with: local authority representatives (Chief Executives, Leaders, Officers); Data & Outcomes Group; Community Data Reference Group; VCSE Leadership Group; Local Enterprise Partnership; Faith Advisory Panel; Strategy Co-ordination Group; thematic leads; and equality panels.

Strategic focus

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

GMS is online: [About Greater Manchester](#)

Our Shared Outcomes	Our Shared Commitments	Our Ways of Working
<p>The Wellbeing of our People</p> <p>A Greater Manchester where our people have good lives, with better health; better jobs; better homes; culture and leisure opportunities and, better transport.</p> <p>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.</p> <p>Vibrant and Successful Enterprise</p> <p>A Greater Manchester where diverse businesses can thrive, and people from all our communities are supported to realise their potential.</p> <p>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.</p> <p>Greater Manchester as a leading city-region in the UK and globally</p> <p>Greater Manchester as a world-leading low carbon city-region.</p> <p>Greater Manchester as a world-leading digital city-region.</p>	<p>We will drive investment into our growth locations, and use that to create opportunities in adjacent towns and local centres.</p> <p>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.</p> <p>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.</p> <p>We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment.</p> <p>We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike.</p> <p>We will enable the delivery of world-class smart digital infrastructure.</p> <p>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.</p> <p>We will support our businesses to grow sustainably, to become as prosperous as they can be.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online.</p> <p>We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester.</p> <p>We will tackle food and fuel poverty experienced by Greater Manchester residents.</p> <p>We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health.</p>	<p>Leadership – We will adopt a distributed leadership model which is representative, culturally competent and inspiring.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Enabled via:</p> <ul style="list-style-type: none"> • 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: approach

- A progress report is produced every six months – this is the third report, 18 months into delivery
- Report reviewed by GMS Stakeholder Panel, then Overview and Scrutiny committee before sign off by GMCA
- Report of collective progress, not comment on individual programmes or place delivery
- Greater focus on performance data than previous reports
- Review of performance dashboards and joint working:
 - Cross-policy review of prioritised outcomes (prioritised based on performance, variance, whole system impact and where possible levers exist)
 - Headline performance updates under greener, fairer and more prosperous
 - Floor targets progress
- Ways of working and strategic opportunities – how these have / are being progressed

Greener, Fairer, More Prosperous (from p.34)

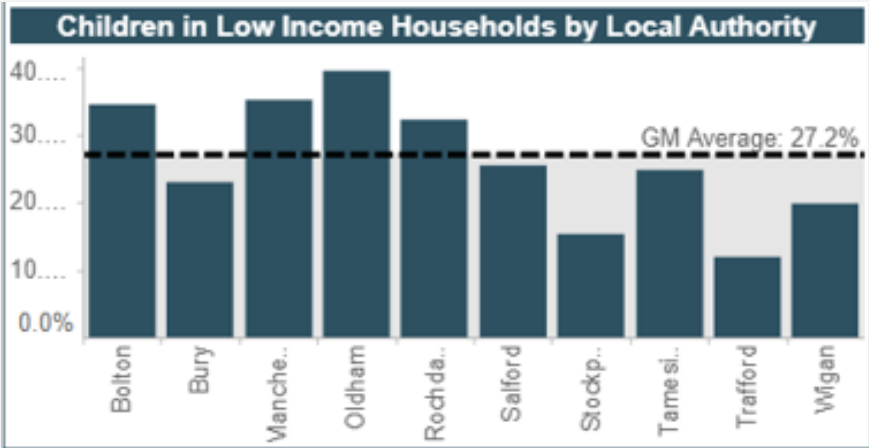
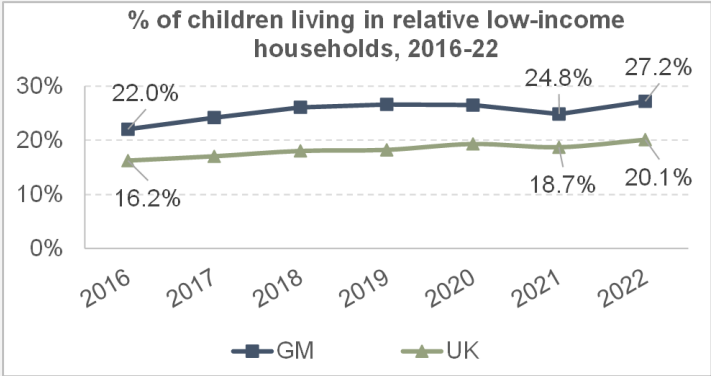
- Headline findings for some of the key metrics in the report The narrative highlights some of the spatial or demographic variations – these are included to stimulate conversation. Further LA review committed to and consideration of possible actions.

Floor Targets (from p.43)

- Showing progress with ways of working, focused efforts and resources in support of their attainment. Variation in progress across the three measures, but providing useful insight for future targeting approaches. See the [summary dashboard for the three floor targets](#), and a related [summary dashboard for indicators with GM-level targets](#)

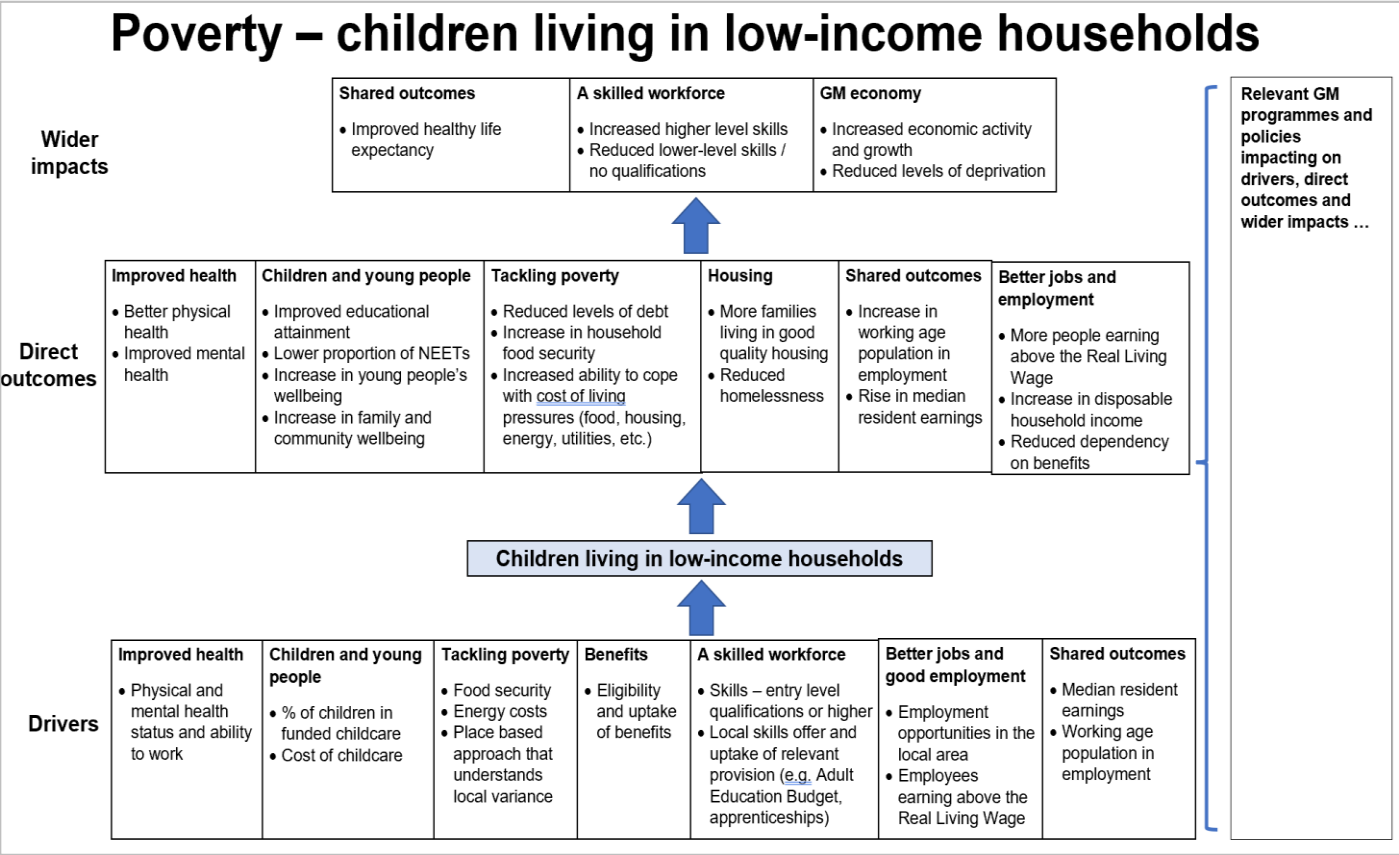
Poverty headline findings (from p.15) – Latest dashboard available [here](#), including timeseries and place-based data

More than a quarter (27.2%) of GM children were living in low-income households in 2022, an increase compared to the previous year (24.8%), and considerably higher than the 2022 UK average (20.1%).



Whole system action:

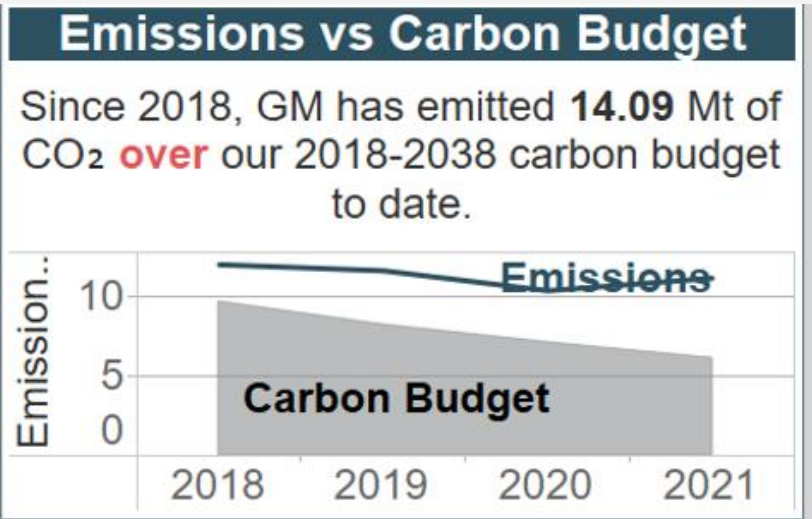
Greater recognition / clearer understanding of the specific roles of policy areas, sectors and organisations contribution to reducing poverty and supporting those experiencing poverty. Recent work undertaken to understand system contributions to this agenda provide a useful ‘as is’ position in terms of poverty responses, further consideration however could be given to how poverty is positioned in upcoming refresh of GMS, with clearer articulation of accountability of all to support poverty reduction activities, ensuring these are prioritised and joined up across the system.



Carbon Emissions headline findings (from p.18) - Latest dashboard available [here](#) including timeseries and place-based data

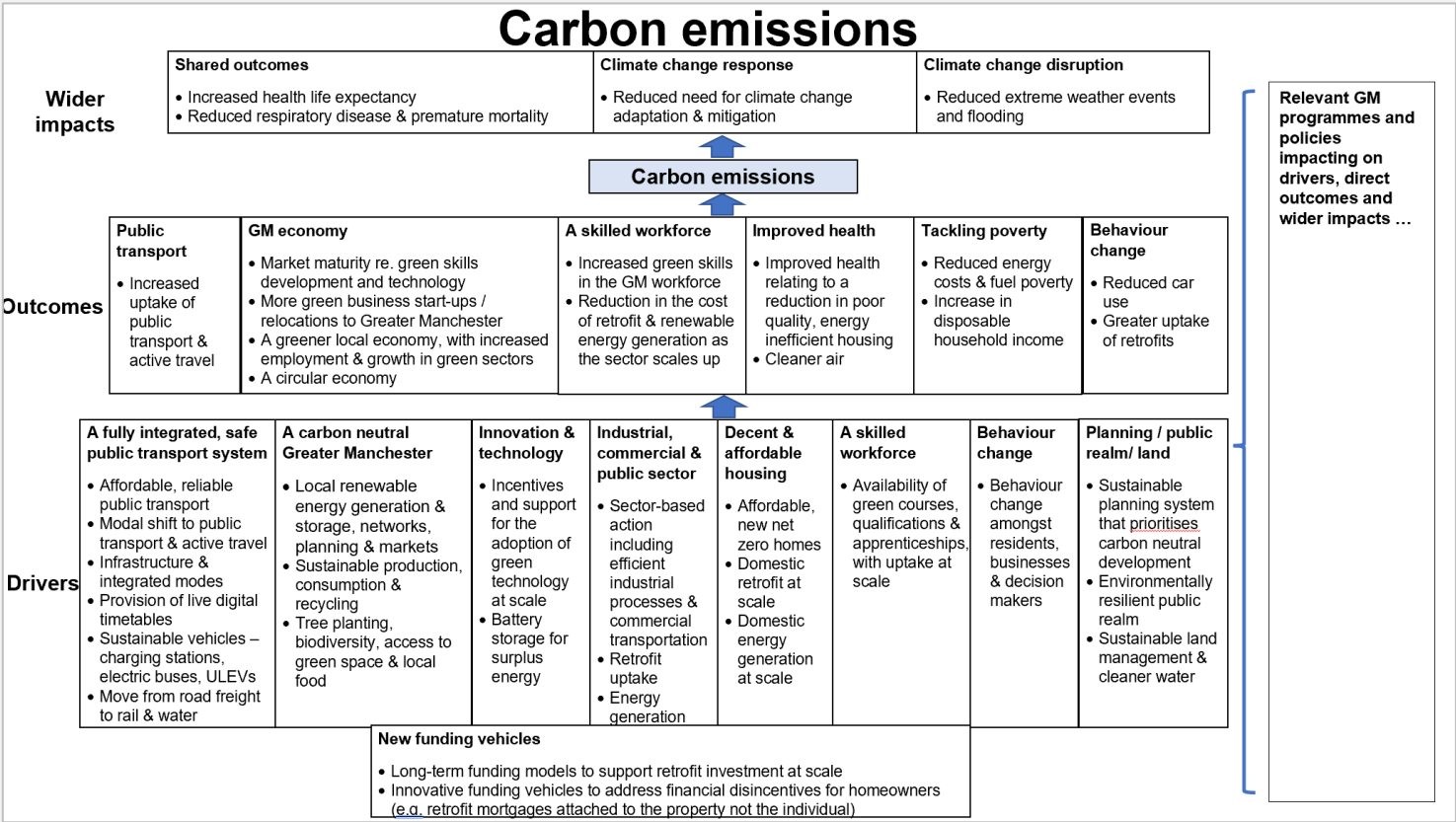
GM wants to create a carbon neutral city region by 2038, with better air quality and natural environment.

The latest data show GM emitted 11.2Mt of CO₂ in 2021, an increase (worsening) from the previous report at 10.7Mt of CO₂.



Whole system action:

Refreshing of the 5 Year Environment Plan provides the opportunity to develop further whole system commitment and specific actions which can support GM’s carbon neutral ambitions. The next iteration of the Environment Plan will seek to provide greater specificity of targets and actions required to attain ambitions, with the expectation of whole system responses and accountability to its delivery.



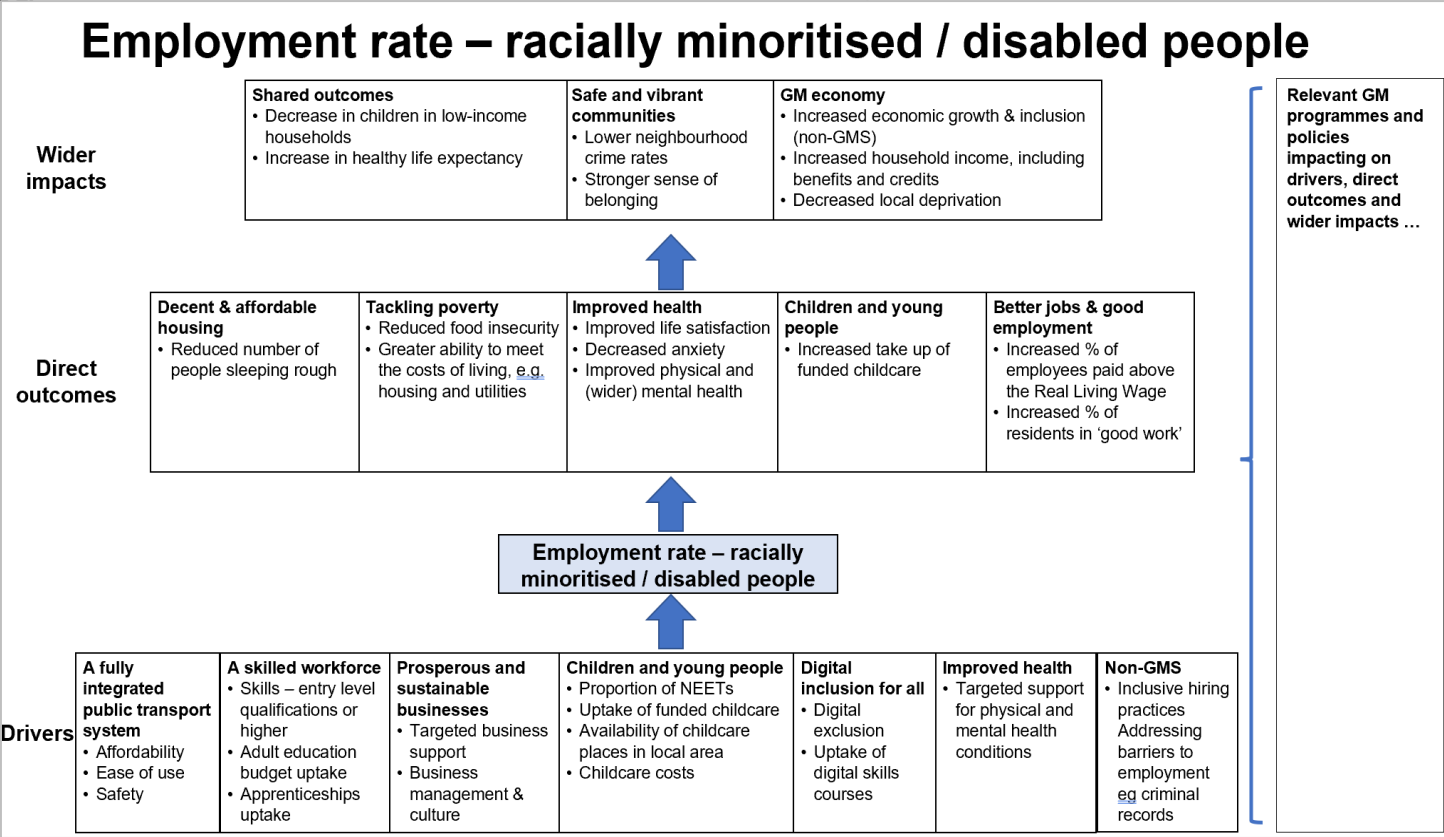
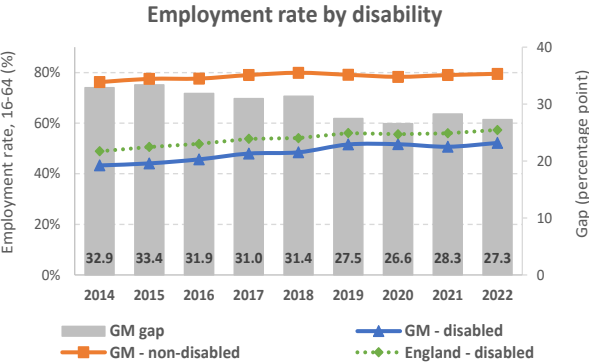
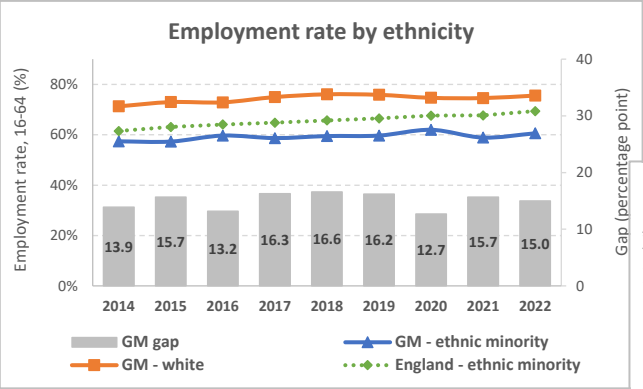
Employment rate racially minoritised / disabled people
headline findings (from p.22) - Latest dashboard available [here](#)
including timeseries and place-based data

GM wants the employment rate to increase for all residents and to narrow the employment rate gap experienced by a number of demographic groups.

Total employment in GM in the year to December 2022 was 72.4%, up from 71.8% in the previous report. However, the employment rate for racially minoritised and disabled people was much lower, with both considerably below the England average for these groups.

Whole system action:

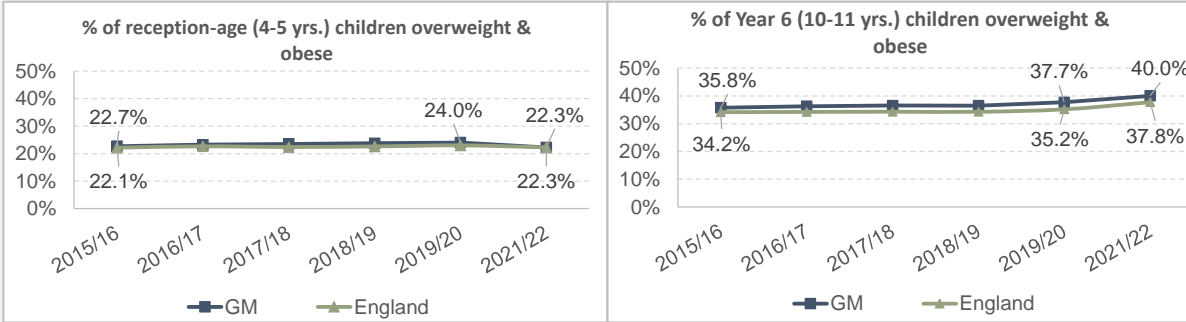
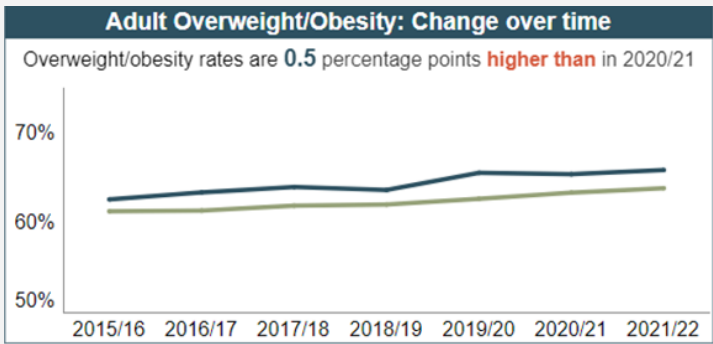
Across all delivery, there is opportunity for the review of current targeting, and where gaps are identified, development of more specific targeting of activity, for economically active and inactive cohorts, specifically targeting access to, take up and achievement of racially minoritised and disabled people.



Overweight and obese children and adults headline findings (from p.25) -
Latest dashboard available [here](#), including timeseries and place-based data

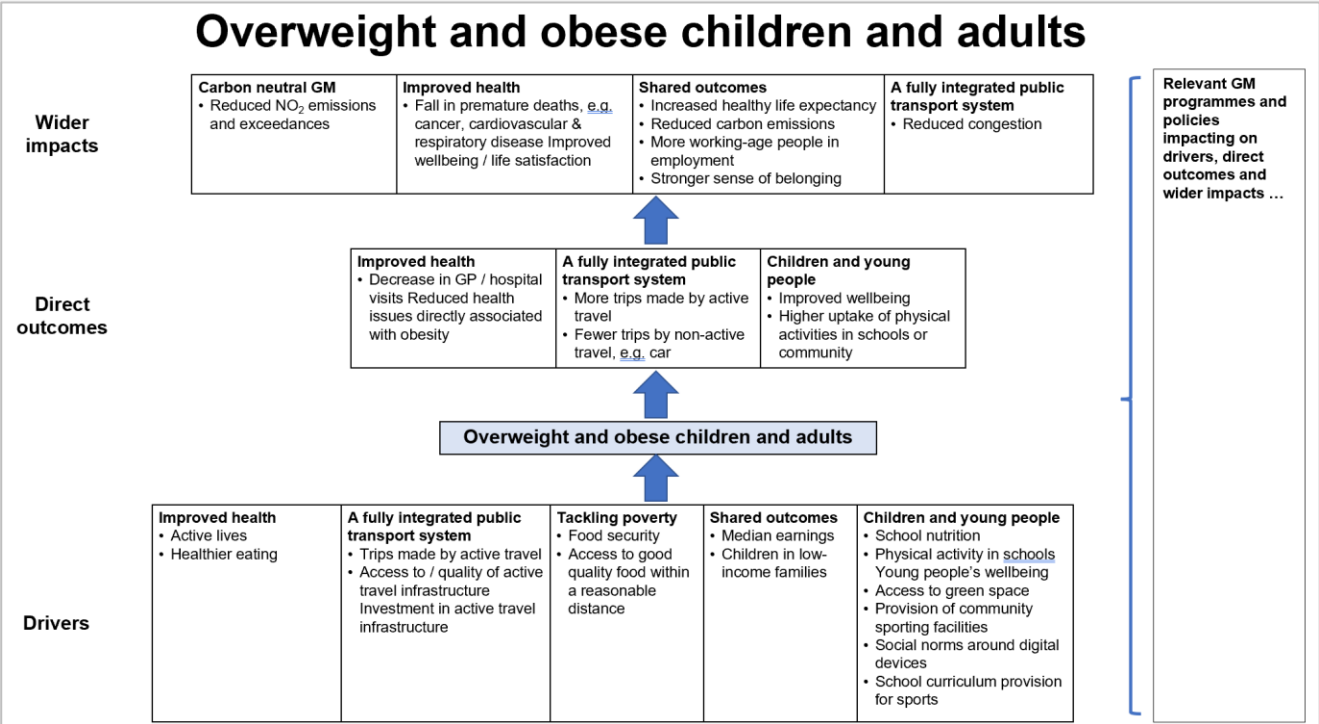
GM wants all residents to lead healthy lifestyles and is committed to reducing levels of excess weight and obesity.

The latest data show 65.8% of GM adults are overweight and obese, a slight increase (worsening) from the previous report which showed 65.6%.



Whole system action:

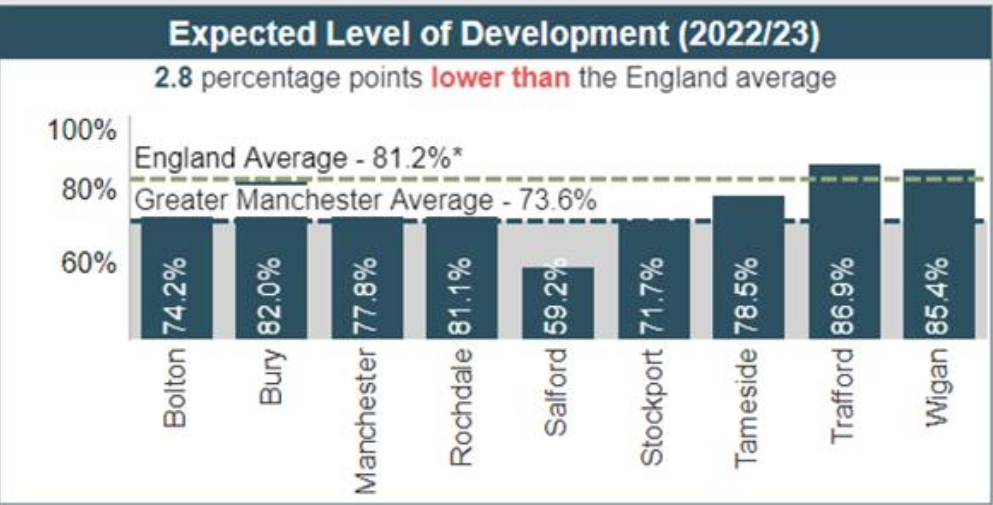
Greater policy consideration of this measure is required, understanding the impacts of obesity across breadth of policy areas, and building a greater understanding of the drivers and necessary actions across delivery to support an improvement in this measure. This further learning and exploration of possible responsive actions can inform and support the refresh of the GMS.



Child development in early years, (2-2.5) headline findings (from p.29) - Latest dashboard available [here](#) including timeseries and place-based data

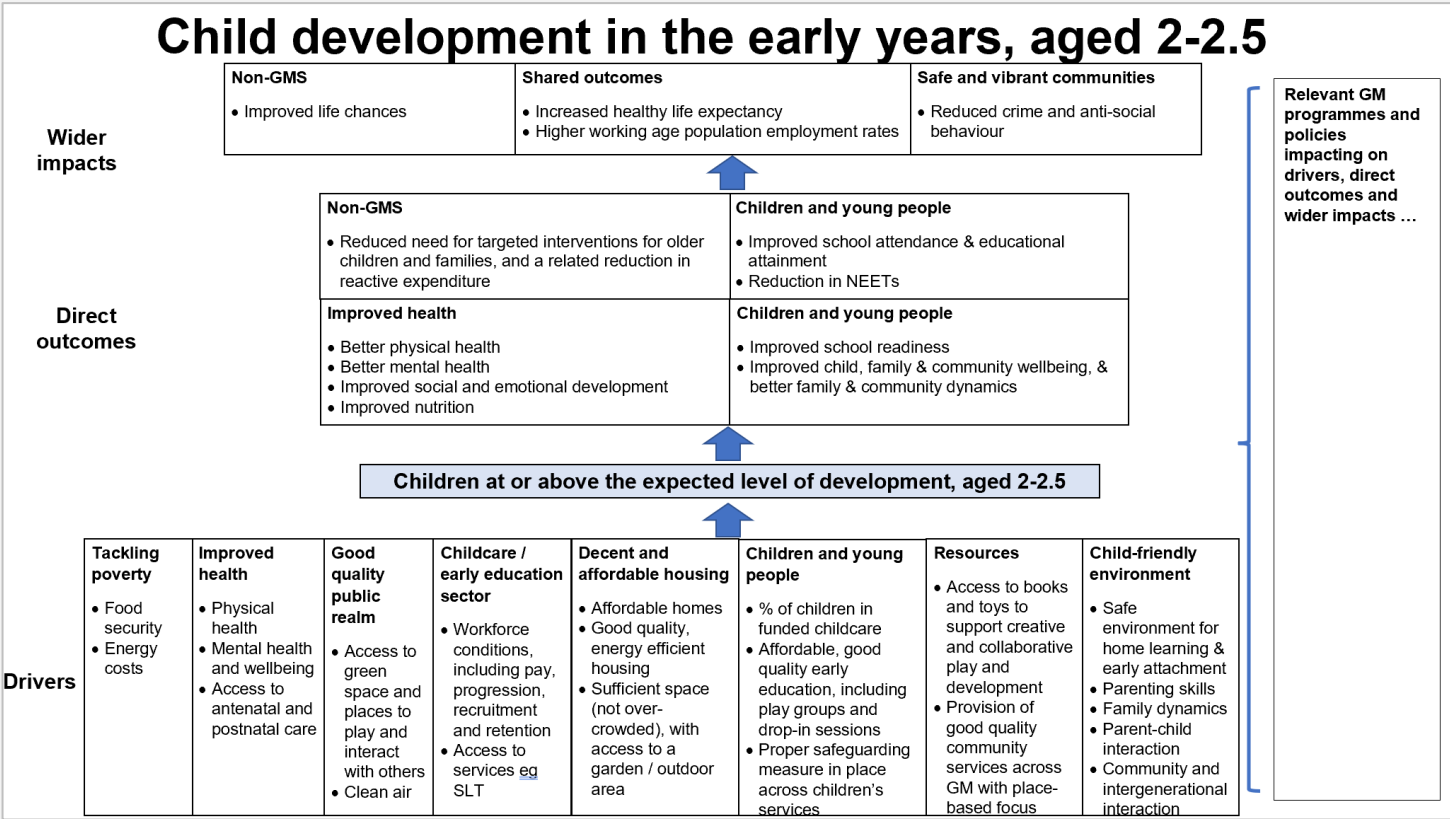
GM wants the proportion of children who are at or above the overall expected level of development to increase.

The GMS target is to close the gap with the national average, such that 81.0% of GM’s children are achieving the expected level of development by April 2024. 76.7% of children are currently at the expected level of development, an increase (improvement) from 73.6% at the last report.



Whole system action:

There are opportunities to further explore the spatial variations in outcomes across the city-region. A review can be undertaken into current deployment of interventions, with greater sharing of lessons learned and good practice.



System learning headline findings

- Value in the process, cross-policy conversations
- Build understanding and commitment to truly shared outcomes
- Greater understanding of barriers and discussion about how these can be overcome, or recognition of how far we can go with the levers in our control
- Commitment to the need to review current policy and practice and ensure effective targeting, focus of our activities so the things we do are achieving maximum impact
- Will inform GMS refresh and single settlement approaches

Next Steps

- Report now approved by GMCA – publish on website aboutgreatermanchester.com and disseminate widely across GM system
- Discussions with thematic leads to develop appropriate actions / responses to the whole system action and wider findings
- Spring progress report - will require an update of how the issues and recommendations have been considered and any responsive changes / developments which have been made. Updates provided will also inform the refresh of the GMS
- GMS refresh process - summer 2024