Governance in a devolved setting: The Greater Manchester Story

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Greater Manchester: Devolution reform & governance

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The Greater Manchester economy in context

- **2.7m people**
- **1.14m jobs**
- **93,000 businesses**

Source: ONS

GM ECONOMY, 2011: £48.2bn
Wales Economy, 2011: £47.3bn
North East Economy, 2011: £41.6bn
Northern Ireland Economy, 2011: £29.9bn

Source: ONS, GVA estimates 2012
The GM economy is growing but there are challenges we must address, both economic and broader.

- **£56 Billion GVA**: Fastest growing LEP in the country
- **2.7 Million People**: Growth of 170,000+ in the last decade
- **104,000 People Unemployed**: 7.8% (above UK average of 5.5%)
- **77.7 Male Life Expectancy**: England average: 79.3
- **81.3 Female Life Expectancy**: England average: 83.0
- **112,000**: People on long-term sick and inactive
Devolution is helping address these challenges

**Strong local leadership**
A GM Mayor, adding to the strong, collaborative leadership arrangements in place

**Driving local growth**
Supporting growth in sectors relevant to the GM economy, investing in national and regional infrastructure

**Enabling reform**
Flexibility in local services, enabling integrated approaches and supporting a focus on prevention and early intervention
GM has agreed devolution across a wide range of areas…

Deal 1
Signed 3 Nov 2014

New powers for the GMCA on condition of agreeing to an elected mayor for GM. Powers cover transport, business support, employment and skills support, spatial planning, housing investment, earnback and governance reforms

Deal 2
Signed 27 Feb 2015

Bringing together health & social care budgets – £6bn – to deliver better outcomes for GM

Followed up by agreement in late 2015 for a £450m Health and Social Care Transformation Fund
The deals cover areas aligned to the growth and reform ambitions of the Greater Manchester Strategy

**Deal 3**
Agreed alongside the July 2015 Budget

Included fundamental review of service for children, creation of a Greater Manchester Land Commission

**Deal 4**
Agreed Nov 2015

Alongside the Autumn Statement, following a GM submission to the SR GM agreed further transport devolution (including control of rail stations), Intermediate Body status

**Deal 5**
Agreed March 2016

Agreement included establishment of GM Life Chances Fund, Criminal Justice Devolution, and piloting of 100% business rates retention
Devolution: part of our long history of collaboration

- AGMA, GMITA & Airport
- Business Leadership Council Established
- Prosperity for All: GM Strategy
- GMCA & LEP established
- GM City Deal
- Growth & Reform Plan developed
- Growth Deal
- Interim Mayor appointed
- From 1986
- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- Publication of the MIER
- Thematic Commissions established
- TfGM established
- Community Budget pilot
- Devolution Agreement
- Refreshed GM Strategy
- Further Devolution announced
- Health MoU
- Metrolink
- Greater Manchester Combined Authority
- Greater Manchester
- Leadership
- Council
- Established
- AGMA
- Greater Manchester Association
- Leadership
- Airport
A new governance model

- Powers conferred to GMCA and Mayor via Orders
- GMCA: directly elected Mayor + 10 LA Leaders
- Enhanced scrutiny (exploring model of 4 thematic committees)
- Consulting now…
Transition to integrated GMCA

• 4 areas of work: governance & scrutiny; finance & resources; legal framework; staff

• Organisationally, integrating teams and staff into the CA:
  – Core Investment Team
  – GM Integrated Support Team
  – Public Service Reform Team
  – New Economy
  – GM audit and finance teams
  – Office of the PCC
  – GM Fire and Rescue Authority
  – Waste Disposal Authority
  – Transport for Greater Manchester
Find out more

greatermanchester-ca.gov.uk

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Respond to the consultation:
greatermanchester-ca.gov.uk/devopowersconsultation
GM growth and reform ambition

- We want to shift our position from being a **cost centre** to a **net contributor** to national public finances
- We are seeking greater control over the levers and resources available to the public sector, delivering the growth and reform that will support GM residents and businesses to thrive
We’re reforming our public services

1. A new relationship between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. Do with, not to.

   - An asset based approach that recognises and builds on the strengths of individuals, families and our communities rather than focussing on the deficits.

2. Behaviour change in our communities that builds independence and supports residents to be in control

   - A place-based approach that redefines services and places individuals, families, communities at the heart

3. A stronger prioritisation of well being, prevention and early intervention

4. An evidence led understanding of risk and impact to ensure the right intervention at the right time

5. An approach that supports the development of new investment and resourcing models, enabling collaboration with a wide range of organisations.
We’re aligning reform across sectors

1. RADICAL UPGRADE IN POPULATION HEALTH PREVENTION
2. TRANSFORMING COMMUNITY BASED CARE & SUPPORT
3. STANDARDISING ACUTE & SPECIALIST CARE
4. STANDARDISING CLINICAL SUPPORT AND BACK OFFICE SERVICES
5. ENABLING BETTER PUBLIC SERVICES

The creation of innovative organisation forms, new ways of commissioning, contracting and payment design and standardised information management and technology to incentivise ways of working across GM, so that our ambitious aims can be realised.

1. EARLY INTERVENTION AND PREVENTION: IMPROVING OUTCOMES FOR GM
2. TRANSFORMING LOCAL SERVICE DELIVERY: PLACE BASED INTEGRATION
3. RECONFIGURING SPECIALIST SERVICES: DRIVING CONSISTENCY OF STANDARDS & OUTCOMES
4. IMPROVEMENT AND EFFICIENCY: GM STANDARDS AND SHARING SERVICES
We’re shifting the balance of spending, focusing resources on early intervention and prevention

- Thinking about cumulative impact rather than single service planning
- Identifying and addressing demand before it escalates
- Supporting individuals and families collaboratively, working across organisational boundaries
- Reducing demand on expensive, reactive services

Working in collaboration to support GM residents and improve outcomes

- Local Government
- Health services
- Police
- Fire & Rescue
- Housing
Powers for GMCA

• Fire and Rescue Services
• Waste Disposal
• Education, skills and Employment Support
• Transport
• Planning
• Overview and Scrutiny
• Equalities
Consultation so far… (free text responses)

- High levels of support for the principle of devolution to city-regions from stakeholders;
- General support for the transfer of powers from Central Government to Greater Manchester;
- Questions concerning the implications of devolution for the future configuration of public services;
- Suspicion about Central Government’s intentions in devolving powers;
- General support for more ‘joined-up’ public service, integration and service collaboration;
- Concern about the ability and capacity of politicians and professionals to deliver what is required through devolution and issues around transparency of decision-making; and
- Some confusion about the GM Mayoral function and the outcome of the 2012 Manchester referendum which rejected a City Mayor for Manchester City Council.