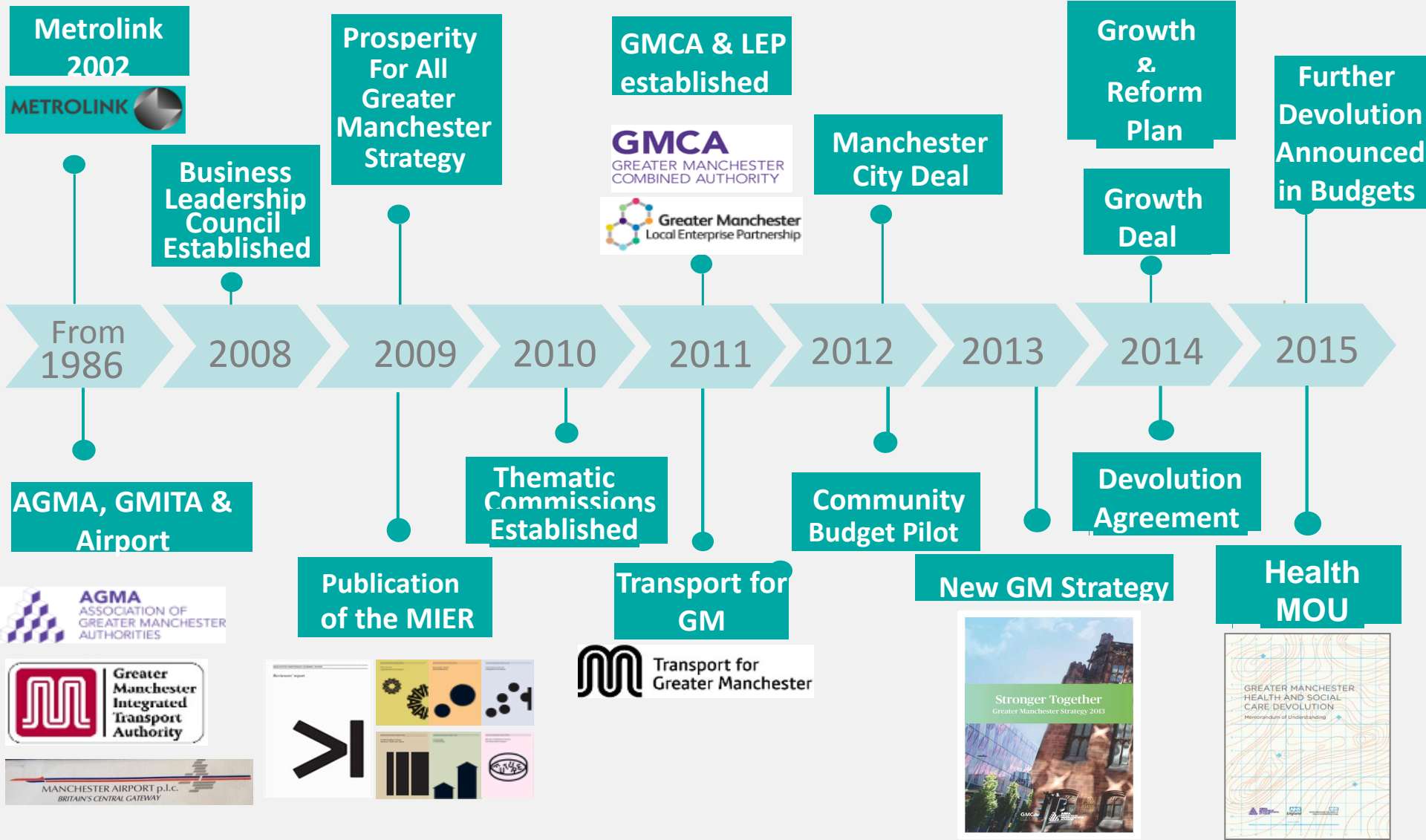


Delivering on the Challenge of service Reform across Greater Manchester iNetwork Conference

Andrew Lightfoot: Strategic Director,
Public Service Reform, GMCA
19 November 2015

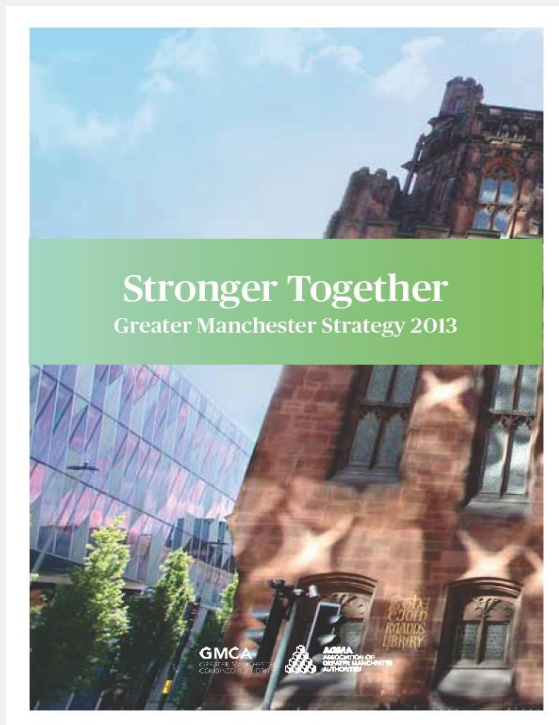
Greater Manchester: a history of working together



Greater Manchester Strategy: Stronger Together

Originally developed in 2009

- informed by the Manchester Independent Economic Review's (MIER) evidence base
- aligned all partners behind priorities
- strategic framework for policy and decision making
- pitch to Government



Updated and re-positioned 2013

- reflects the economic challenges we now face
- greater focus on public service reform agenda
- stronger on delivery and implementation

GMCA

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BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

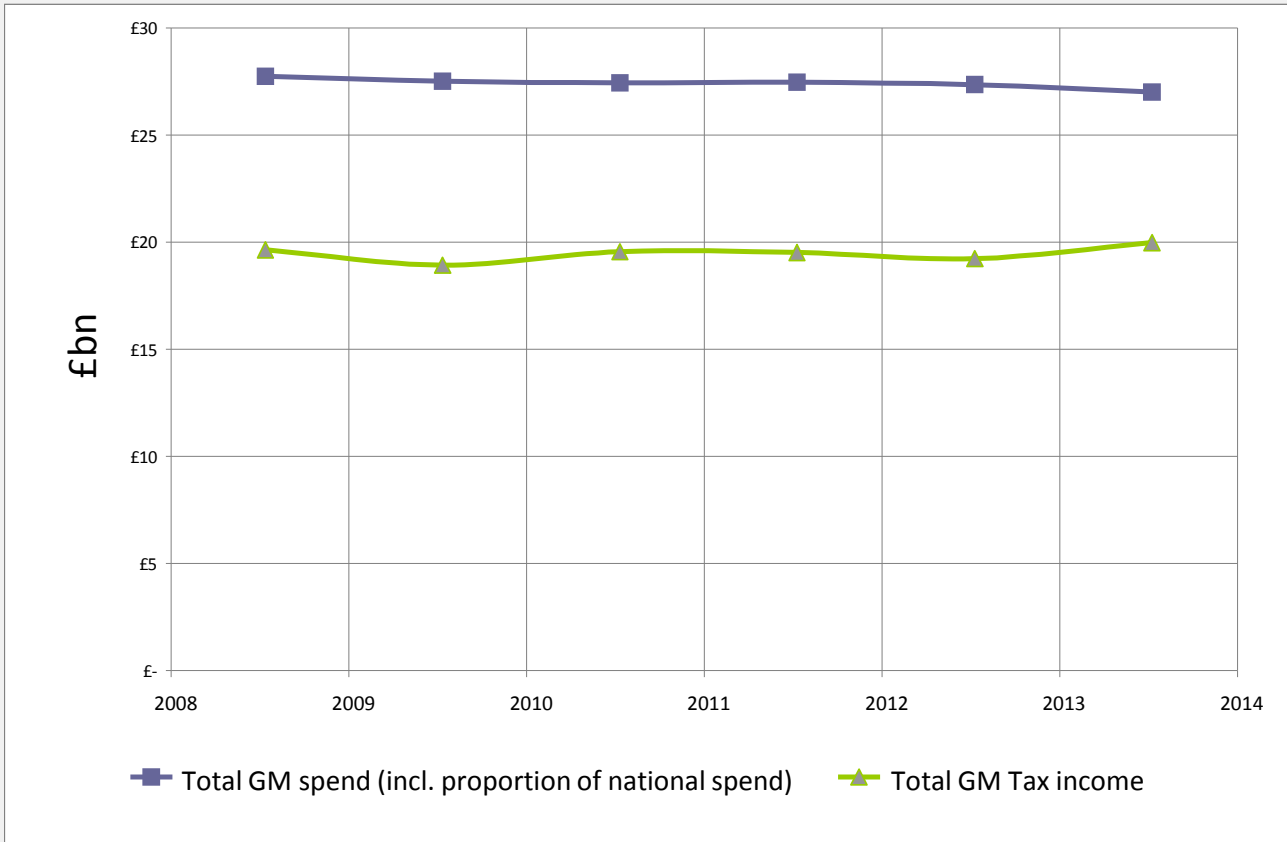
STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Stronger Together: priorities

| Our priorities | |
|--|---|
| Growth | Reform |
| Creating the Conditions for Growth | Worklessness and Skills |
| Reshaping our economy to meet new, global demands | Delivering an employer-led skills programme |
| Delivering an investment strategy based on market needs | |
| Revitalising our town centres | |
| Creating places and spaces that will nurture success | Preventing and reducing youth unemployment |
| Stimulating and reshaping our housing market | |
| Crafting a plan for growth and infrastructure | |
| Improving connectivity locally, nationally and internationally | Delivering an integrated approach to employment and skills |
| Placing our city region at the leading edge of science and technology | |
| Building our global brand | |
| Supporting Business | Building independence and raising expectations through public service reform |
| Supporting business with a strong integrated offer | Improving early years |
| Improving our international competitiveness | Working with troubled families |
| Seizing the growth potential of a low carbon economy and increased resource efficiency | Transforming the justice system |
| | Reforming health and social care |

GM Growth and Reform Plan



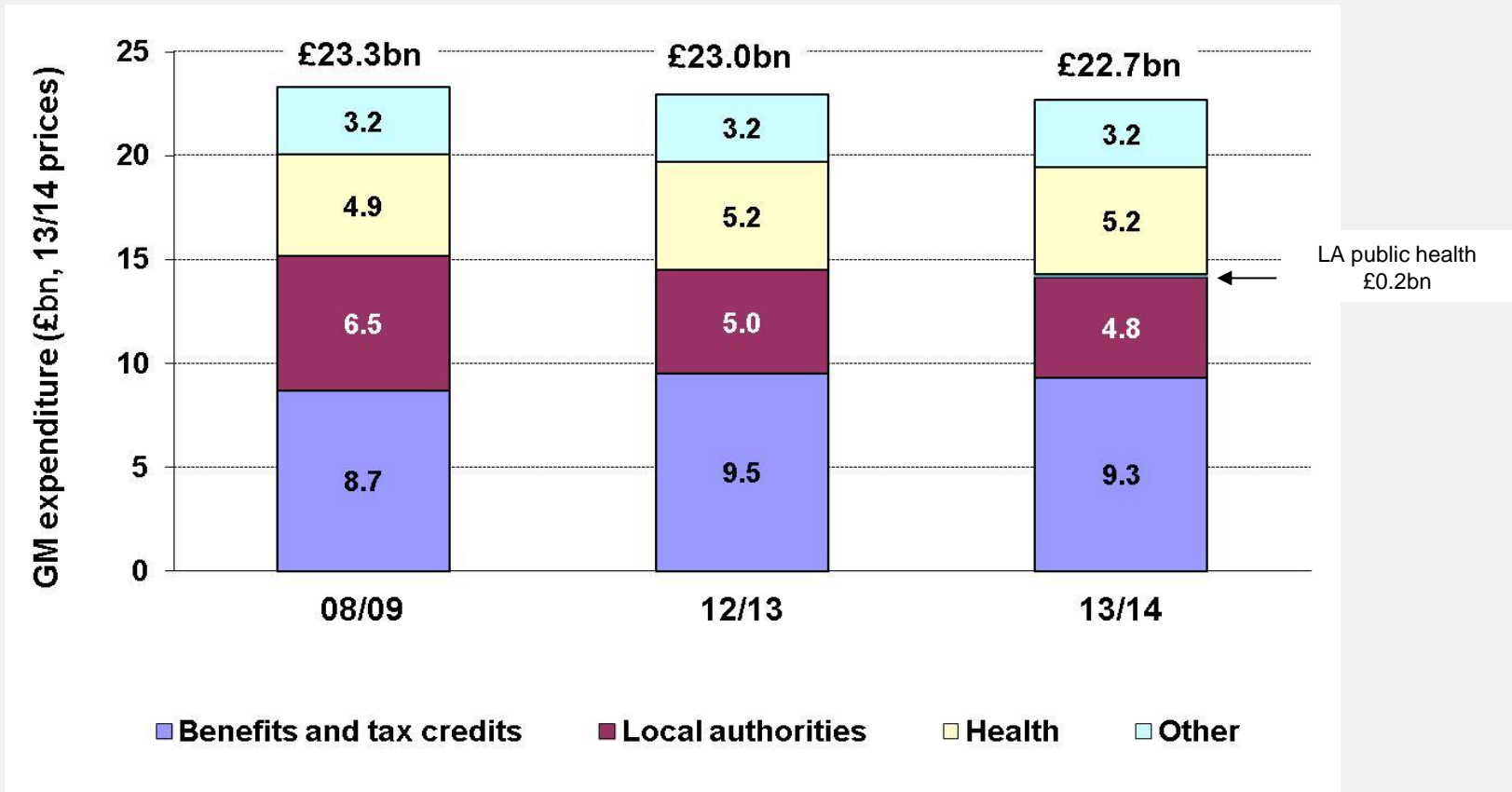
A vision to move GM from being a **cost centre** to a **net contributor** to national public finances

GM's economy currently generates £20bn in taxes

BUT requires £27 billion in public spending

We are seeking greater control over the levers and resources available to the public sector to close this gap

Shifting the balance in spending



GM Devolution: key milestones

Nov 2014
First Devolution
Agreement signed

Feb 2015
Health & social
care MOU signed

March 2015
Budget
Statement

July 2015
Budget
Statement

Greater Manchester Agreement:
devolution to the GMCA & transition
to a directly elected mayor



HM Treas

GREATER MANCHESTER
HEALTH AND SOCIAL
CARE DEVOLUTION

Memorandum of Under

Further devolution to the Greater
Manchester Combined Authority
and directly-elected Mayor



HM Treasury



GREATER
MANCHESTER
COMBINED
AUTHORITY

GM devolution is based on:

- strong, stable & effective governance arrangements
- a clear and evidenced strategic vision
- a proven track record of delivery
- a “roadmap” to reform & a recognition that full devolution will take time and require a staged approach
- a series of clear propositions to Government, setting out what we would do differently & the benefits that would bring

Government clear that in return some form of directly elected leadership at GM level was required

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What is being devolved to GM?

Transport: from 2017 GM will have

- responsibility for a joined up and **multi-year transport budget**, to be agreed at the next Spending Review
- responsibility for **franchised bus services**, including powers over fares, routes, frequency and ticketing
- the power to introduce integrated **smart ticketing** across all local modes of transport
- the ability to shape **local rail station policy** and development across the Greater Manchester area
- control of a reformed **Earnback deal**, which rewards the GMCA as GM's investment in infrastructure results in economic growth. It will give up to £30m a year for 30 years to invest in further schemes

Business Support: from 2017 GM will have

- responsibility for **business support budgets**, making it easier to join up services to make sure that businesses are able to access the right support at the right time to help them grow and innovate

Business Rates: from 2016 GM will

- retain 100% of any growth in business rates

What is being devolved to GM?

Housing & Planning: from 2017 GM will have

- powers over strategic planning, including the power to create a **statutory spatial framework** for Greater Manchester.
- Control of a new £300 million recyclable **Housing Investment Fund**
- the power to establish a **GM Land Commission** to make best use of publicly owned land
- the power to designate **Mayoral Development Corporations** and compulsory purchase powers
- the power to vary **Sunday Trading regulations**

Borrowing Powers: from 2017 the GMCA will have

- the power to borrow in respect of any combined authority function, subject to compliance with the Prudential Borrowing Code

Blue Light Services: from 2017 the GM mayor will

- take on the role currently covered by the **Police and Crime Commissioner** and the **GM Fire & Rescue Authority**

GMCA BOLTON MANCHESTER ROCHDALE STOCKPORT TRAFFORD
BURY OLDHAM SALFORD TAMESIDE WIGAN

What is being devolved to GM?

Skills & Employment: GM has the power to

- reshape & re-structure **GM's Further Education provision** with government to ensure that the supply of skills in GM meets the needs of businesses
- jointly commission (with the Department for Work and Pensions) the next phase of the **Work Programme**, giving us the influence to tailor services to best meet the needs of our residents

Complex dependency: GM has the power to

- to scale up work on **public service reform** programme to provide the intensive support to workless people and their families to help up to 50,000 people who have struggled to find work get into jobs

Services for children: GM has been invited to

- undertake a fundamental review of the way that all services for children, exploring how existing budgets can be used more effectively to deliver integrated and more efficient services

What is being devolved to GM?

Health: the MOU forges a new partnership between GM health and social care bodies and NHS England so that from 2016 GM will have

- full devolution of all funding & decision making for health & social care within GM

This will help GM to:

- deliver improved health & well being outcomes to support and enhance GM's priority of reducing worklessness and supporting people back into employment; and,
- plan for the integration of health and social care across Greater Manchester, allowing us to use existing health and social care budgets to invest in the community based care needed to support change

...and we've committed to delivering improved outcomes

Health and Social Care Devolution

- 64,000 less people with **chronic conditions**
- 10% **less visits to urgent care**
- 6,000 **less people being diagnosed with cancer**
- 25,000 **people with severe mental illnesses will benefit from better community-based care**, reducing need for urgent services by 30%
- 18,000 **children better supported by local services**
- 700,000 **people with chronic conditions, better able to manage their own health**

GM SR commitments

- **Improving school readiness** rates by 5 percentage points in 5 years
- **Reduction in the number of looked after children** by 20% in 5 years
- **Increasing the number of young people who leave school with 5 GCSEs (A* to C grades)** by five percentage points in 5 years
- An 8 percentage point **uplift in employment outcomes** for the long-term workless in GM over 5 years
- **Reduction in the incidence of re-offending** among target cohorts by 40% over 5 years

Existing Reform Programmes

- Supporting 50,000 people facing complex challenges move towards employment
- Engaging and supporting a 27,200 families through the expanded TF2 programme
- Reductions in reoffending due to Intensive Community Orders
- reductions in reoffending due to work of Women's Centres
- Implementation of Early Years New Delivery Model
- Reductions in duplication through better integrated local service provision

Across GM, we are currently spending far too much on the costs of failure, much caused by issues of complex dependency. The analysis set out earlier in this Plan shows that despite the level of budget cuts to public services the total level of spending across GM has not reduced, with decreases in spending by local authorities, the police and others, offset by increases in the costs of welfare benefits and to a lesser extent, acute care. In order to maximise the benefits of our investment in growth it is critical there is also investment to connect GM residents to that growth and to address both the productivity gap and to tackle the rising costs of public services.

GM Growth and Reform Plan, March 2014

The GM Devolution Agreement: implications

- The most significant shift of power and responsibilities from the centre to a local area in modern times
- No one is better placed than local Leaders to understand spatial and sectoral assets, opportunities and challenges
- Empowers GM to take a truly integrated approach to driving growth and reform of public services
- Further opportunities to agree further devolution in the months and years ahead: GM's long-term ambition is to exercise influence or control over all public spending in GM, including significant fiscal devolution

Evolving governance arrangements

- **An Interim Mayor, as an 11th member of the CA**
 - Amended Order now in place
 - Interim Mayor appointed at the June 2015 GMCA AGM
- **Legislation to create the role of a directly elected Mayor currently passing through Parliament**
 - First elections anticipated in 2017
 - Chair of the GMCA and Cabinet
 - 10 Leaders with portfolio responsibilities allocated by the Mayor
- **Devolution of some new responsibilities has been possible without legislation and have passed to the GMCA. Others dependent on the implementation of the city region Mayoral model**
- **On public service issues the GMCA members and the Mayor will each have one vote**
- **The directly elected Mayor required to consult the GMCA Cabinet on strategies and spending plans – which a two thirds majority can reject or amend**

Questions?

GMCA

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