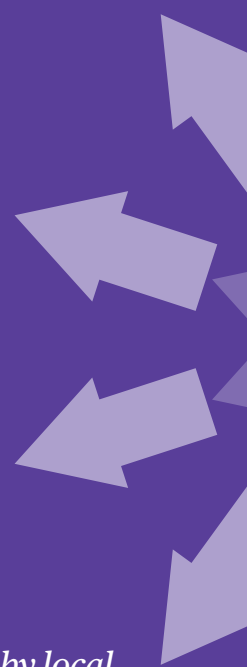


*Working in
partnership for a
Greater Manchester*



AGMA
ASSOCIATION OF
GREATER MANCHESTER
AUTHORITIES



£22 billion of overall public expenditure is spent within Greater Manchester per annum, 83% of which is spent by local authorities, the NHS and Department for Work and Pensions.

Greater Manchester aims and objectives

For over twenty years Greater Manchester's ten local authorities have been working side by side and on a cross-party basis to promote economic growth. The past two years have seen us work with a wide range of public and private sector partners to take this co-operation to the next level. We share one common vision: the long-term economic growth of the Greater Manchester area.

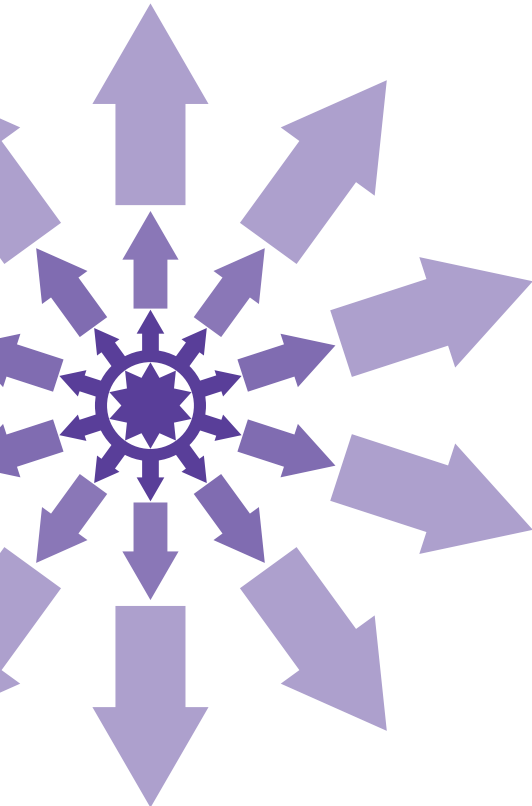
At the heart of what we are doing are three key aims:

1. Reforming public services.
2. Increasing competitiveness nationally and internationally.
3. Ensuring that all our residents have the opportunity to share in our growth.

We can only achieve these aims by working together. By having the power to make real choices about where we deploy investment to meet our local priorities, we will be able to secure economic growth and deliver real value for public money. Our agenda will help to rebalance the national economy and strengthen the localism agenda.

Greater Manchester vision

By 2020, the region will have pioneered a new model for sustainable economic growth based around a more connected, talented and greener city, where prosperity is enjoyed by the many not the few.



Economic background

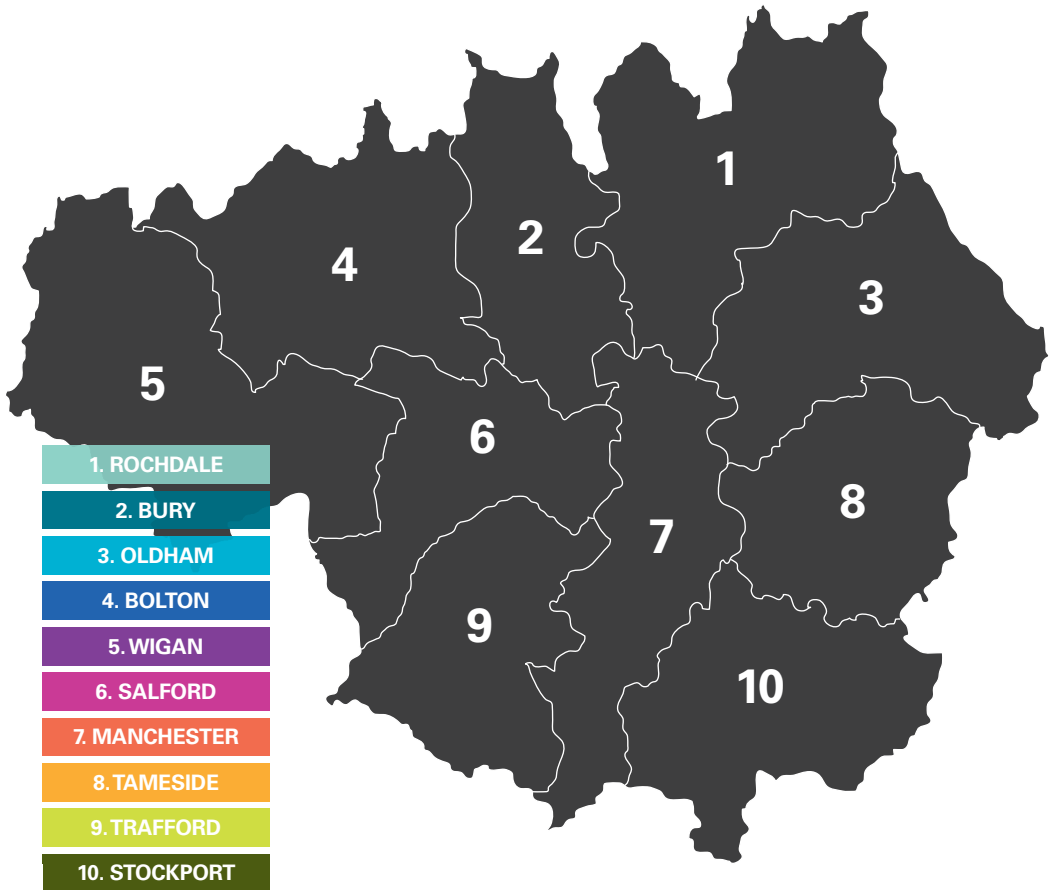
A recent review of the Greater Manchester economy confirmed that the area already functions as a cohesive unit. The Manchester Independent Economic Review, or MIER, was a ground breaking study conducted by a group of leading independent business people and academics. It concluded that we have the size, talent pool, connectivity and political and business structure to complement London and the south east and to contribute to the UK's long-term economic growth.

The report recommended that Greater Manchester needs to increase its productivity and competitiveness along with the efficiency of its labour markets. It also raised important questions about spending priorities and the role of local government in supporting growth.



INVESTMENT
ENTREPRENEURSHIP
SKILLS
INNOVATION
COMPETITION

Greater Manchester Region



The Greater Manchester population is 2.6 million, with a travel-to-work commuter population of over 5 million, making it the second largest conurbation in the UK.

Greater Manchester Strategy

The findings of MIER, along with a broad range of other evidence, have been used to create the Greater Manchester Strategy (GMS). This responds to the challenges posed by MIER and sets out a series of priorities for investment.

The GMS adds value to the community strategies of individual authorities and is primarily aimed at accelerating economic growth and securing the active participation of our residents in the economy. There are eleven key strategic priorities:

Early years

- We are working on approaches to better prepare 0 to five-year-olds for school as well as pioneering new ways of engaging with families with complex needs.

Better life chances in the most deprived areas

We aim to tackle deprivation via a more radical, integrated approach that:

- Spends more time and resources on the problem rather than the processes involved.
- Focuses on the individual, promoting greater self-reliance, self-help and community engagement.
- Promotes public sector reform, including improvement, efficiencies and the need to reduce demand for dependency-related services.

Increasing the proportion of highly skilled people in the region

- The Commission for the New Economy is now a statutory Employment and Skills Board. This will mean that Greater Manchester has the power to set its own skills agenda, whereas previously this agenda was set nationally.

Attracting, retaining and nurturing the best talent

- Reviewing current arrangements to create a culture of enterprise within schools, colleges, universities and communities.

Improving transport connectivity into and within the City Region

- Proposed increased influence on Greater Manchester's own transport networks, rail and highways, with powers similar to Transport for London.
- Greater Manchester is working closely with the Department for Transport to assess the opportunities for enhancing the positive economic, social and environmental impacts of the bus network.



Expanding and diversifying the economic base of the region

- Projects to attract research institutions to the region.
- Plans for a new digital infrastructure that will help us compete in a global market.

International connectivity

- A review of internationalisation needs, involving a case study of local businesses.
- Development of an international trade delivery model designed to increase the impact of Manchester Airport and facilitate accessibility to the world's fastest-growing market in China.

Low-carbon economy

- Developing a successful model for delivering a major household and commercial retrofit programme, as a contribution to sustainable economic growth and market development.
- Establishing a GM strategic energy framework with clear priorities for action.
- Developing proposals to deliver a low-carbon transport system.

Creating quality places to meet the needs of a competitive city region

- Creating an integrated approach to prioritise programmes as they relate to transport, economic development and housing.
- Developing new models of investment in housing and regeneration and making the most of our assets to complement funding we can secure from Government.

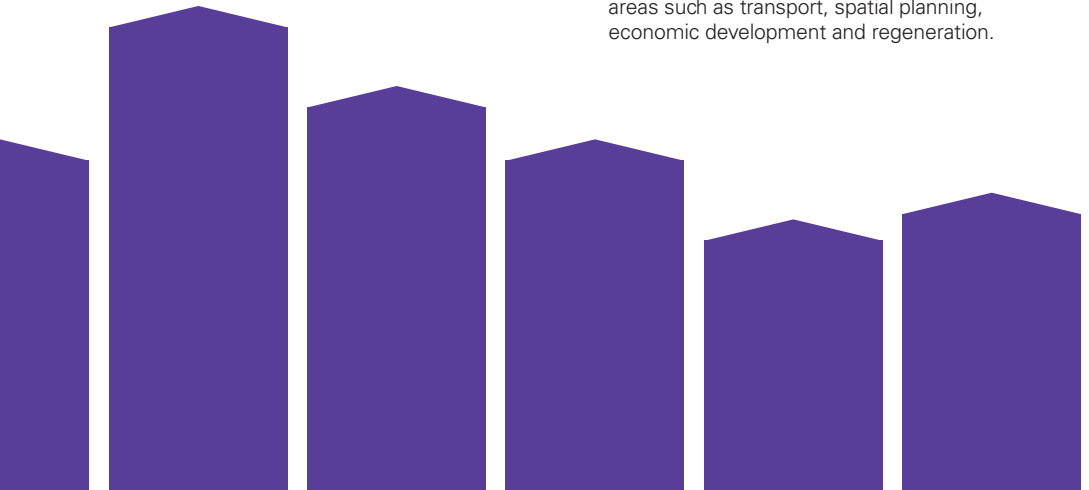
Sense of place

- Improving the quality of life for those who live, work or visit Greater Manchester.

Governance

- AGMA has voluntarily worked together for over twenty years, however, the need for robust statutory arrangements has resulted in a proposal for a Combined Authority, which is currently the subject of consultation. These proposals provide a platform for the devolution of powers and are designed to make more effective use of the resources available for the ten authorities and our partners.

This change is needed to enable more effective alignment of decision-making in key areas such as transport, spatial planning, economic development and regeneration.

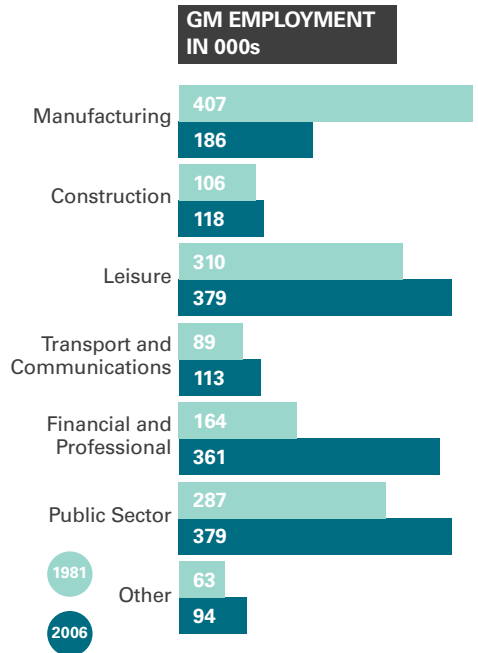


Measuring our progress

A series of indicators has been developed that allows us to track Greater Manchester's progress in tackling the challenges and delivering the priorities set out in the GMS. These indicators focus on economic performance and will measure the impact of our strategic priorities.

1. Total output (as measured by Gross Value Added).
2. Total employment (number of jobs).
3. Productivity (total output divided by total employment).
4. Carbon emissions per unit of GVA.
5. Resident employment rate (percentage of working-age residents in employment).

These are supported by a second tier of indicators that are being developed to measure our progress across the strategic priority areas.



Exemplar

Better life chances in the most deprived areas

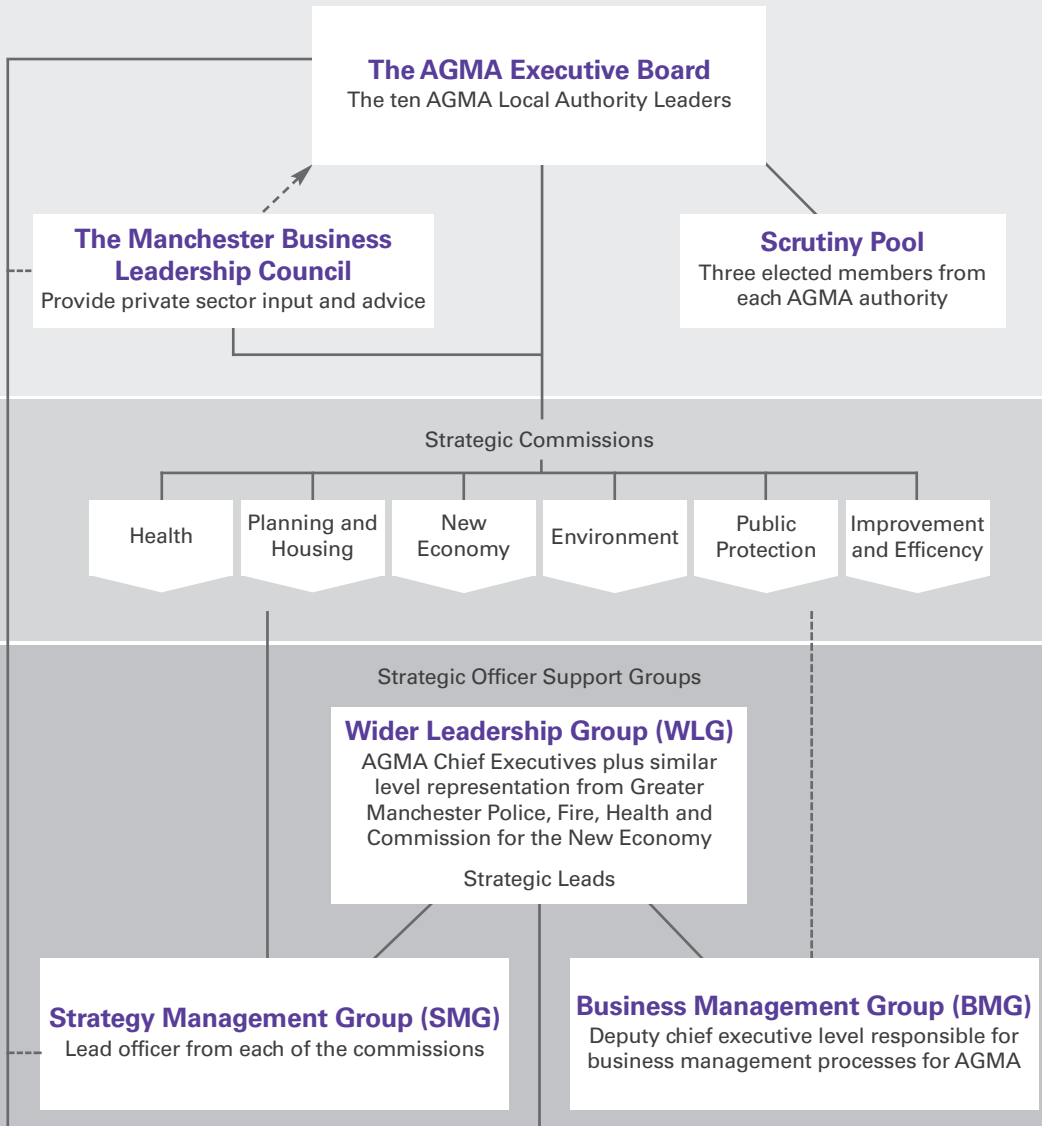
Points4life is a highly innovative project being progressed jointly with NHS Manchester that aims to apply tried and tested private sector loyalty and reward techniques to the goal of improving people's health-related behaviour. A partnership with supermarket chains, leisure services and independent retailers has been brought together to provide discounts on healthy food and access to leisure facilities, with the model containing mechanisms to be largely self-funding in the long term.

Exemplar

Margaret's story – a Greater Manchester mum

"I grew up in care and stopped school when I was young. I've now had two children. Both times the fathers wanted me to abort the children. Now I've moved back home and my kids come to the Sure Start nursery. They gave me a Link Worker, and she told me about all these different courses I can do. I've been to parenting courses, adult literacy, and I'm now volunteering at the nursery. Now my Link Worker is helping me find out about training to be a Teaching Assistant. I want my kids to have a better chance than me."

AGMA's present structure



Key partners in the AGMA family supporting the Greater Manchester vision

Marketing Manchester, MIDAS, GM Chamber of Commerce, Manchester Solutions, Manchester Knowledge Capital, Manchester Airport, Association of Greater Manchester PCTs, Greater Manchester HE and FE Sectors, Greater Manchester Police, Greater Manchester Fire and Rescue Service, GM Police and Fire Authorities, GM Waste Disposal Authority, GM Integrated Transport Authority, GM Passenger Transport Executive

Creating efficiencies

A number of important public service innovations and interventions are now underway across a number of key priority areas. Building on our collective experiences to date to develop new models of public service delivery throughout Greater Manchester.

The evidence gained from these innovations will help with moving spending away from dependency-based services towards those focused on growth. Ultimately, we want to develop a framework for investment which:

- Drives efficiency between central and local government and local partners.
- Eradicates duplication of services.
- Improves frontline services.

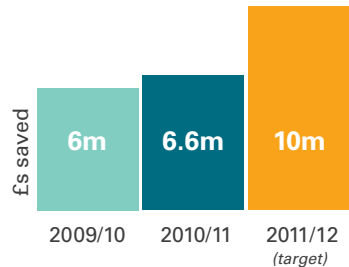
Exemplar

Efficiency through collaboration

The ten local authorities of Greater Manchester are already working together. For example, a common procurement hub already exists in Trafford, which is designed to drive cost savings from an annual £2.4 billion contract spend. Securing efficiencies through collaboration is being developed in areas like customer contact, social needs transport, vehicle management and maintenance, transactional HR and finance, insurance and IT as well as in key service departments like Children's and Adults. £6m savings were identified in 2009/10 and potentially £6.6m+ savings in 2010/11. A target of £10m is set for 11/12 and the current ROI equals £4 for every £1 spent.

Where issues are interconnected, such as worklessness, crime and poor health, we will aim to tackle them together. By adopting a more integrated approach we can invest more in preventative measures and position ourselves for growth and recovery. The costs and benefits of this strategy will be measured rigorously by a new evaluation framework developed in conjunction with our colleagues from HM Treasury and other government departments.

GM PROCUREMENT EFFICIENCY SAVINGS



Exemplar

Diversifying the economic base

We are currently working with the Shaftesbury Partnership to assess the feasibility of developing the Manchester Works programme to create job opportunities through expanding franchising opportunities across Greater Manchester. We are also working together to develop innovative new models of financing such programmes, including the potential use of a social bond to address start-up funding requirements for individuals.

Working towards greater integration

We need to explore the case for streamlining structures and systems, where this makes sense, in order to create efficiencies within the public sector. Two decades of successful co-operation between authorities has put us in an ideal position to do this.

A Local Economic Assessment for the whole of Greater Manchester will further facilitate collaboration between our authorities. It will identify and address any gaps in our economic understanding and help us to drive our economic growth.

Exemplar

Energy management

More than 70 businesses and 200 homes in Manchester have so far signed up to be part of the SMARTER energy management project. The scheme encourages those taking part to save money and reduce their carbon footprint by supplying them with a free SMARTER Energy Monitor so their electricity use can be seen in 'real time'. Comparisons can then be shared among peers in similar homes and businesses, illustrating easy ways in which to use energy more efficiently, resulting in lower bills and carbon savings. The project aims to inspire others to act, resulting in long-term and wide-scale positive change in the city.

Lance Bell, a youth volunteer who is taking part in SMARTER, said: "I was really surprised at how much energy we were using. I never realised how much our lights use, and it has really made me think about ways to save money."

Exemplar

Spatial planning

We're committed to delivering the best outcomes for Greater Manchester residents. To support the delivery of the GMS we are producing a spatial framework that sets out our priorities for the next 10-15 years. This will provide the framework for assessing spatial investment and development proposals. The spatial framework will focus on how we support the growth of our economy, increase our population, and secure the transition to a low-carbon economy. It will be evidence based and evolve over time.

Our proposals for a combined authority

In developing our proposals for the future governance of Greater Manchester we have undertaken extensive consultation with the general public and our partners. We have also provided a great deal of evidence of the economic benefits of a combined authority.

Our proposals have been developed voluntarily by the ten local authorities on a cross-party basis and with the support of the Greater Manchester Integrated Transport Authority (ITA). All these proposals have been endorsed by individual local authorities.

Reporting to an executive board, a new joint committee will be established with a composition that mirrors the current ITA.

These proposals will enable more effective decision-making on key areas such as transport, spatial planning, economic development and regeneration.

Exemplar

Low-carbon economy

Greater Manchester has pioneered the development of locally led approaches to the establishment and growth of a low carbon economy. Examples of the ten local authorities working together include the publication of the ground breaking 2008 'mini-stern' analysis of the impact of climate change upon Greater Manchester's economy, the large-scale innovative building retrofitting programme, and the establishment of the Greater Manchester Energy Group to take forward energy planning and decision-making at a conurbation level.

Exemplar

Improving transport connectivity into and within the City Region

Much can be learned from the approach taken by Greater Manchester's ten authorities in developing a robust basis for the prioritisation of transport spend. The Greater Manchester Transport Fund combines local, regional and national resources with local prudential borrowing supported by local resource to deliver strategic transport investments that deliver the greatest benefit to the Greater Manchester economy.

Greater Manchester is also working with DfT to undertake joint work that examines the issues faced by bus users across Greater Manchester, and the opportunities for enhancing the economic, social and environmental impacts of the bus network. The work is also examining the extent to which local and national resources are being deployed and whether greater efficiencies can be secured in the delivery of bus services through a different alignment of services and different delivery structures.

Working with our neighbours

Greater Manchester's economic success is related to how a much wider labour market operates. We recognise the importance of strong working relationships with Greater Manchester and neighbouring authorities. We are closely collaborating with a number of neighbours on key priorities:

- Skills
- Transport
- Spatial planning
- Inward investment
- Public services
- Low carbon



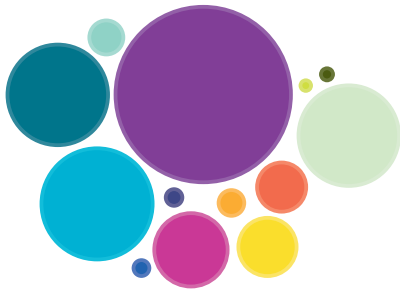
For illustrative purposes only - not to scale.

Working with businesses

Greater Manchester has a long track record of working with businesses and other sectors in setting a clear strategic direction for the area. AGMA's Business Leadership Council (BLC) plays a key role in advising the AGMA Executive Board and is made up of leading business people from across Greater Manchester.

In addition, bodies such as MIDAS, Marketing Manchester, the Commission for the New Economy and the UK's largest Chamber of Commerce are examples of private sector-led delivery models. These arrangements provide the strongest possible platform for future changes in regional and subregional arrangements.

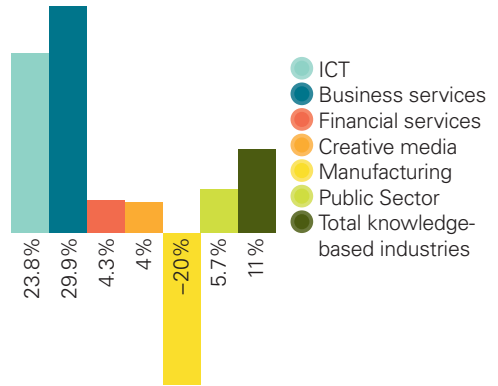
BUSINESSES IN GREATER MANCHESTER 2008



- Automotive and Aviation 4%
- Construction 12.8%
- Creative and Digital 14.2%
- Education 1.6%
- Energy and Environmental Technologies 1.7%
- Financial and Professional 22.7%
- Hospitality and Tourism 9.2%
- Life Sciences (including Health) 6%
- Logistics 2.9%
- Manufacturing 7.2%
- Public Sector 0.9%
- Retail 12.8%
- Sport 1.1%

SECTOR EMPLOYMENT 2001–2006

Percentage change in sector employment for Greater Manchester 2001–2006



Exemplar

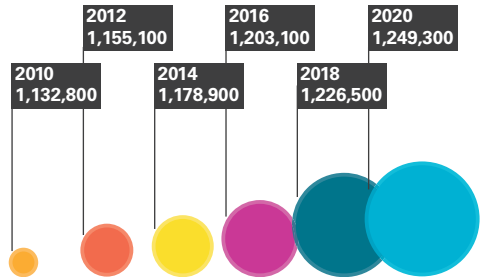
Local Investment Plan

The Local Investment Plan between the Homes and Communities Agency and AGMA, the first result of our Single Conversation process, set out a programme for how we can best invest around £375 million across Greater Manchester, and was one of the first in the country to be agreed. Despite fiscal uncertainty, we are now working to develop a second Local Investment Plan (LIP2), and we are using a strategic option appraisal process to structure our thinking, which is closely linked to the developing Greater Manchester spatial framework. Ongoing work to develop new models for investment in housing growth will also feature in LIP 2.

Working with our communities

Each authority has to develop its own focus for working with its communities, involving local members and local partners. The pilots provide the evidence base to support people from early years to addressing worklessness and the fullest engagement with local communities and a range of local stakeholders.

FORECAST HOUSEHOLD GROWTH ACROSS GM



Exemplar

Creating jobs for young people

Heather was a young woman with no confidence before she started a role with Rochdale Council. She went for a job in administration because she had enjoyed this type of work at school and had been on a work placement. She had no other experience.

Once she started her job creation placement, Heather began to see that she had other skills. She was able to broaden her training and start to build her confidence in working with people. She has completely changed her career plan as a result.

Heather has now secured a place and will leave her administrative position to start an apprenticeship. She is planning on becoming a social worker: "I would never have thought of that as a job for me," she says. "This was more than just a job; you've helped me so much with my confidence and training and now I'm going on to an apprenticeship."

Greater Manchester represents 40% of the north west economy and 5% of the national economy. However, economic output per person remains below the national average with 278,000 people on out-of-work benefits.

A joined-up approach to helping families

Our work with families with complex needs also builds on our previous experience of collaboration across the Greater Manchester region. We have put in place a number of innovative practices that we feel would benefit the Government in its programme of reform:

- Assigning a dedicated key worker to each family.
- Assessing the family as a whole to get to the root of the problem.
- Using sanctions to motivate change within families.
- Securing effective multi-agency working.
- Taking a persistent approach to support.

These measures are already producing exceptionally positive results and early cost-benefit analysis has shown that investing in a key worker per family yields substantial cost savings.

We have a number of programmes in place to tackle deep-rooted and complex social problems. A lesson that can be learnt from all of them is the need for the Government to take a genuinely multi-agency, cross-departmental approach to service delivery and the devolution of decision-making.



Exemplar

Early years

In Ardwick, near the city centre, work is being undertaken to fast-track multi-agency early interventions for those most in need and to develop a pioneering new early years entitlement to radically improve the early years experience.

In the Brinnington area of Stockport, an agreement has been reached with partners to test a whole-family approach to addressing skills, employment and health.

We believe there will be a continued need to invest in individuals living in our most deprived areas, but we are working to identify ways to invest resources which deliver savings in the longer term through reduced take-up of dependency-based services.

In summary

The Greater Manchester story is far from complete and we are constantly looking at more innovative and forward-thinking ways of working.

Our public sector collaboration has developed a programme of public service reform that is focused on enhancing our competitiveness, improving the efficiency of our labour markets and providing improved public services at a lower cost.

The proposals will provide a valuable evidence base to support both the Comprehensive Spending Review and legislative decision-making. We recognise that maintaining the momentum of change is dependent on the strongest possible partnership between our ten local authorities, our partners and Government.

““ *Outside London, the Manchester City Region is the city region which, given its scale and potential for improving productivity, is best placed to take advantage of the benefits of agglomeration and increase of growth.* ””

Manchester Independent Economic Review (MIER, 2009)

Contact us

To find out more about Greater Manchester's strategy, working arrangements and key projects visit www.agma.gov.uk or call 01942 705 726.

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