

Delivering Devolution

10 July

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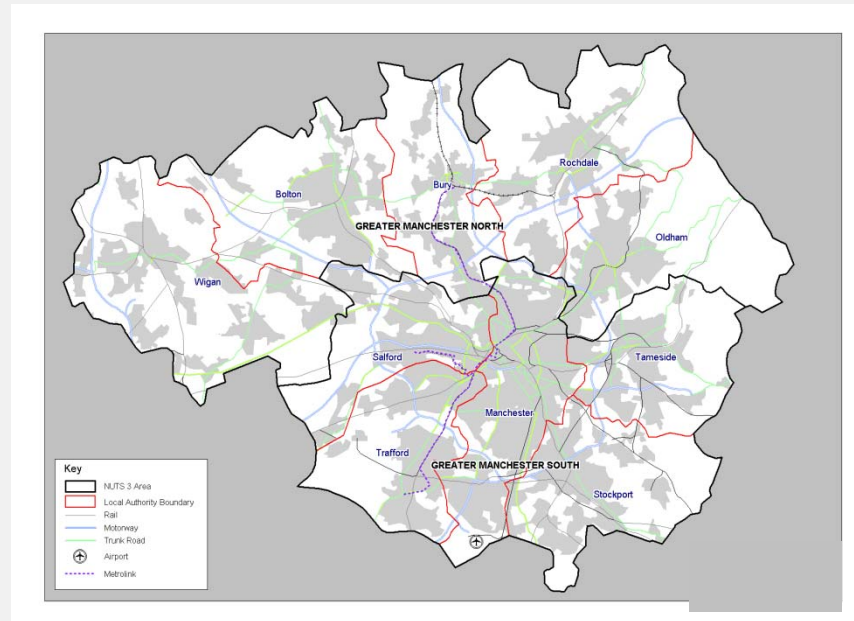
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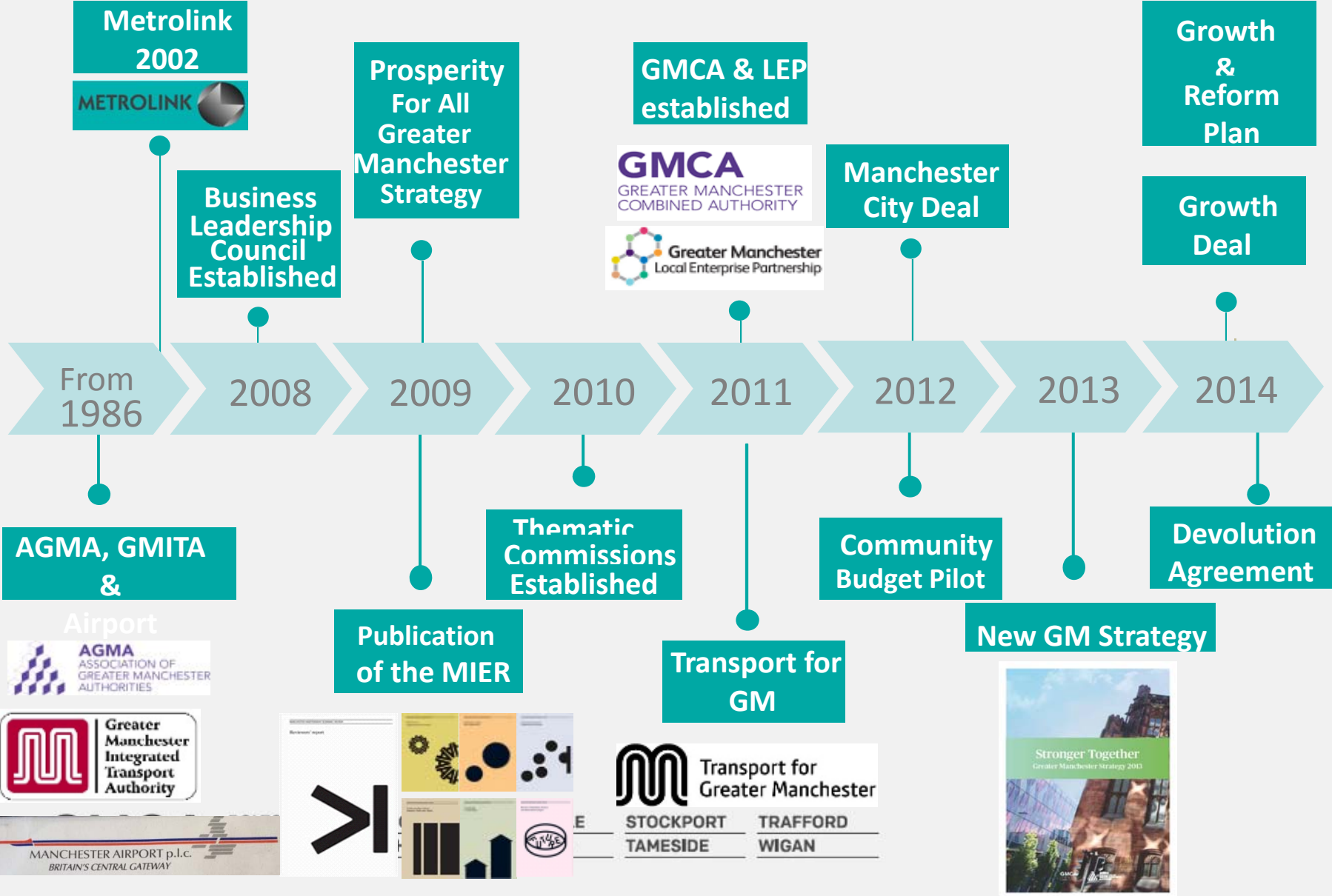
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Greater Manchester: Context

- 2.8m people
- 10 localities
- £56bn GVA
- Public sector spend approximately £22bn
- Unemployment above national average at 8.1%
- Health inequalities gap within GM and between GM and the rest of the UK



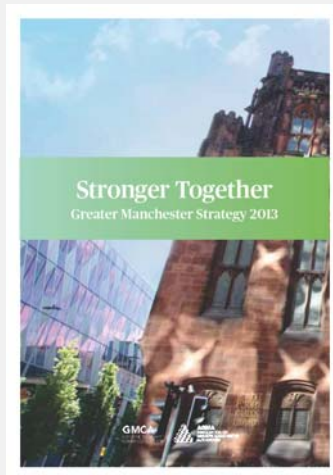
Greater Manchester: a history of working together



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

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GM Devolution: Context

- GM is now “**Officially the Most Exciting Place in the UK!**” The Guardian – 25th Feb 2015
- Significant acceleration towards GM Strategy goals
- Key milestones:
 - Devolution Agreement signed in November 2014
 - Health and Social Care MoU agreed in February 2015
- From a base of loose joint working on specific projects towards formal collaboration on a wide range of issues
- Significant additional responsibilities and pressure to deliver
- **Ambition to secure control of or influence over all £22bn of public sector funding in GM**

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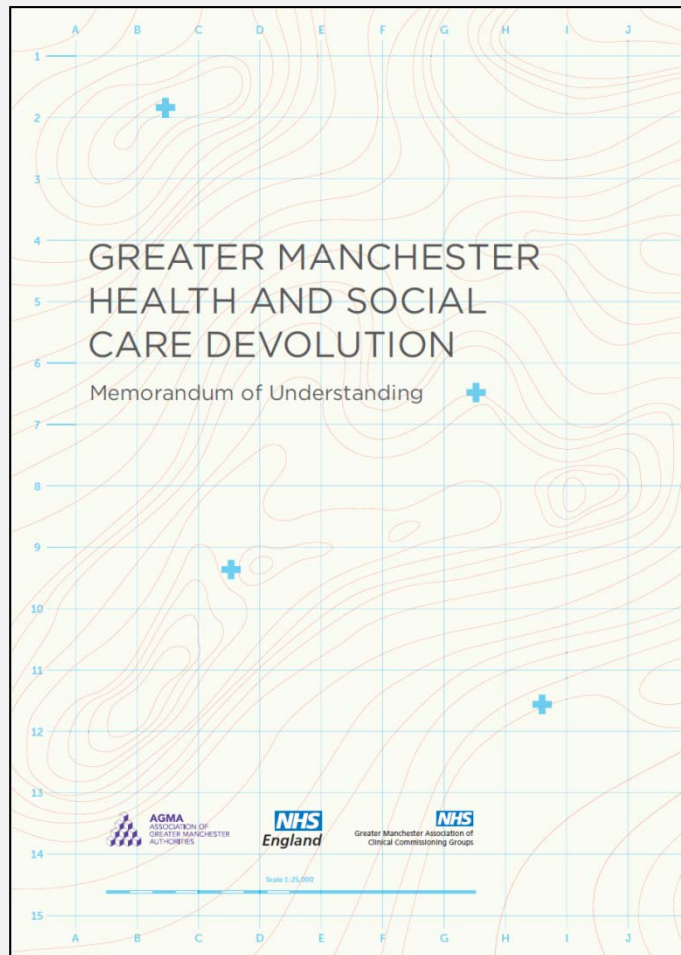
GM Devolution: GMCA powers

- Devolved responsibility for **business support** budgets
- The ability to work with Government to reshape and re-structure Further Education (FE) provision within Greater Manchester
- The power and resources to scale up our work on **complex dependency** pilot to help 50,000 people who have struggled to find work get into jobs
- GM to jointly commission (with the Department for Work and Pensions) the next phase of the **Work Programme**
- Working with GM Clinical Commissioning Groups to develop a business plan for the **integration of health and social care** across GM. This provided the platform to secure the devolution of **£6bn H&SC budgets** in February
- Further announcement made in March 2015 budget to devolve Business Rate Retention

GM Devolution: Elected Mayor

- Devolved responsibility for a joined up and **multi-year transport budget**
- 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
- Powers over **strategic planning**, including the power to create a statutory spatial framework for Greater Manchester. This will need to be approved by a unanimous vote of the Mayor's Cabinet
- A two third majority will also be required on all policy and spending plans
- Control of a new £300 million recyclable **Housing Investment Fund**
- Control of a reformed **“earn back” deal**, worth £900 million over 30 years
- The role currently covered by the **Police and Crime Commissioner**

Health and Social Care



MOU Health and Social Care devolution signed February 2015: NHS England plus the 10 GM councils, 12 Clinical Commissioning Groups and NHS and Foundation Trusts

MoU covers acute care, primary care, community services, mental health services, social care and public health.

To take control of estimated budget of £6 billion each year from April 2016.

Vision for Health and Social Care

To ensure the greatest and fastest possible improvement to the health and wellbeing of the 2.8 million citizens of Greater Manchester

Benefits

- Enable us to have a bigger impact, more quickly, on the health, wealth and wellbeing of GM people
- Be more free to respond to what local people want - using their experience and expertise to help change the way we spend the money
- Create more formal collaboration and joint decision making across the region to co-ordinate services to tackle some of the major health, housing, work and other challenges - supporting physical, mental and social wellbeing

What does radical reform look like?

- Shifting the balance of investment towards proactive, early help and away from a crisis response
- Health & care defined by an approach based on prevention
- Intelligence led, highly targeted preventative action based on a deep knowledge of our communities and their strengths
- More integrated public services responding to all forms of vulnerability
- Increased healthy life expectancy

Working Well Programme

- Initial programme supporting 5,000 people
- All clients have already spent two years on the Work Programme without securing a job
- By Feb 2015, 2,171 people had been referred to the programme
- Model based on key worker style of approach with locally integrated service delivery
- Already seeing improvements in client confidence levels of finding work and clients reporting improvements in mental health

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Building on experience of delivering reform

- Embedding GM principles of reform across GM services:
 - Integrated, sequenced and bespoke
 - Evidence based interventions
 - Whole family approach

Tackling complex dependency

Troubled Families

Early Years

Justice & Rehabilitation

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Expansion of the programme

- Expansion of Working Well to support up to 50,000 people to progress towards employment
- Agreement of a two phase approach to expansion:
 - Phase 1: 2015-17: Direct expansion of existing pilot and testing approach with broader cohorts.
 - Phase 2: 2017 onwards: Phase 2 will be aligned with Work Programme co-commissioning and redesign of the FE system.

Delivering Devolution

- No doubt this is an exciting time for Greater Manchester
- Opportunity to make a real difference for our residents and deliver our ambition at the GM and locality level

But

- We need to rise to the challenge
- It will require us to work and think differently

Delivering Devolution: Leadership of Place

- Our devolution commitments and reform principles require us to work differently
- New governance, scrutiny and accountability frameworks
- Achieving our ambitions requires us to develop new models of delivery and ways of achieving outcomes
- Increasingly need to work beyond our organisational and professional boundaries
- Creates a huge leadership challenge
- Understanding how we develop our leadership capacity collaboratively across the public sector
- Aligned with existing leadership activity

Delivering Devolution: Knowledge and Information

- Shared understanding of those who:
 - Create the greatest demand across public sector services so we can work to improve outcomes and reduce demand and
 - Are in danger of becoming complex so that we can put in place early intervention measures to prevent this happening
- Use our understanding of the triggers / risk factor of dependency to target early intervention and prevention activity
- Prioritise what needs to be shared to support and the legal basis under which we can already do this

Delivering Devolution: Place Based Working

- A different approach to place based delivery that:
 - Generates a better response to incidents and to dealing with things giving rise to those incidents
 - Delivers the best outcomes for local people
 - Creates better understanding and engagement between partners and the community
 - Develops better lines of communication and new approaches to problem solving
 - Results in more effective use of resources for all agencies
- Building on existing multi agency working to develop innovative ways of working within the context of our devolution commitments

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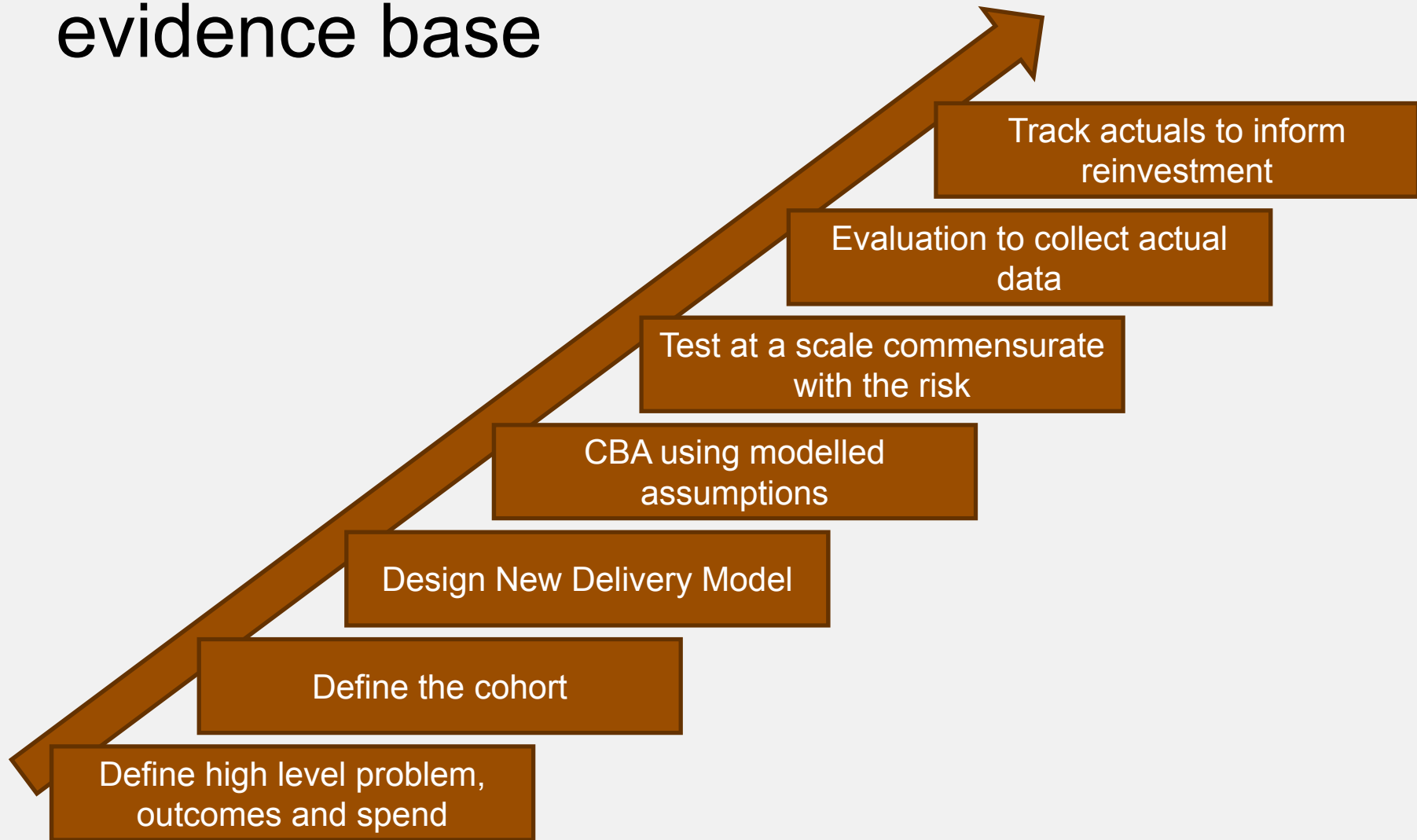
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Delivering Devolution: Building the evidence base



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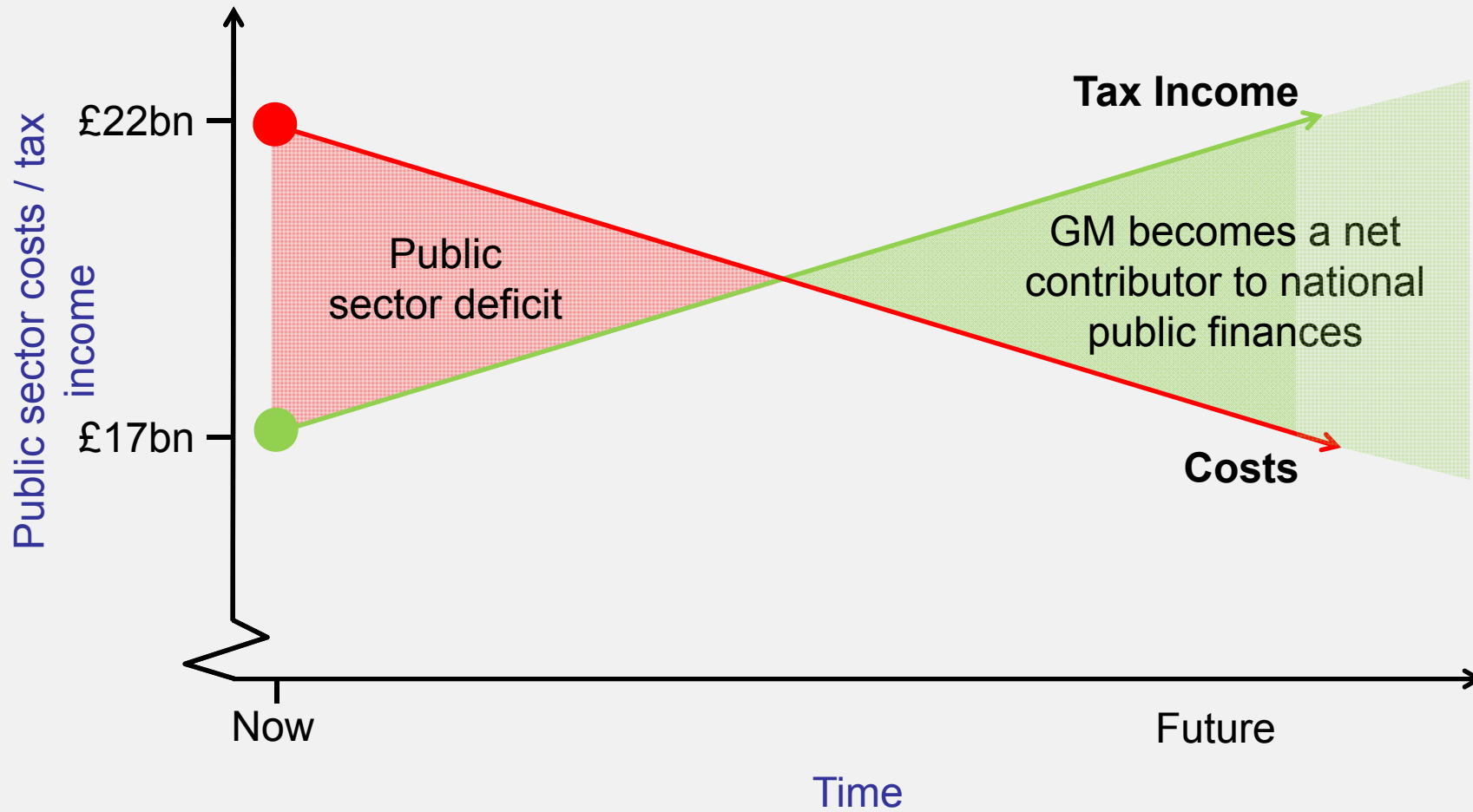
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The high level problem



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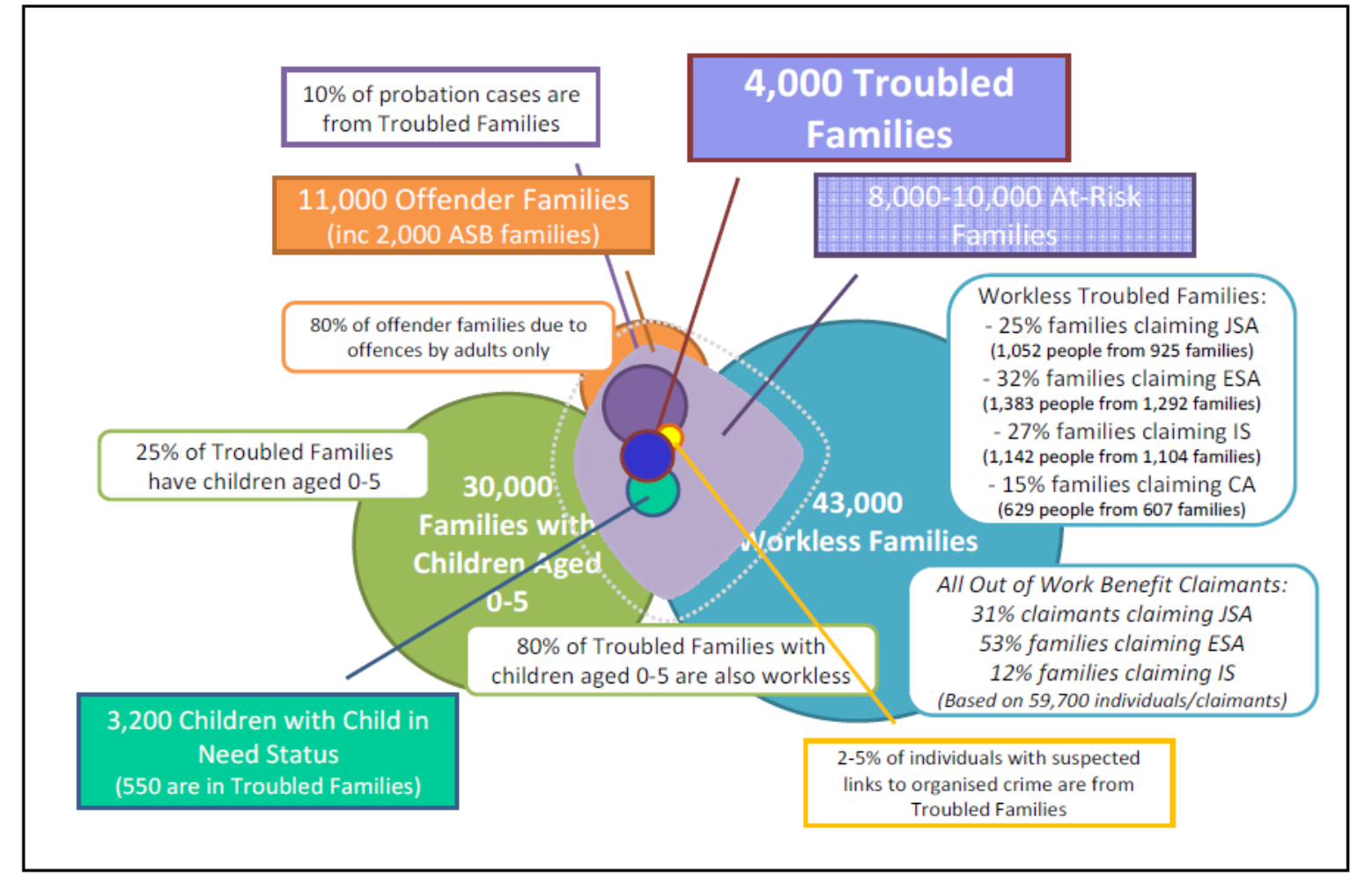
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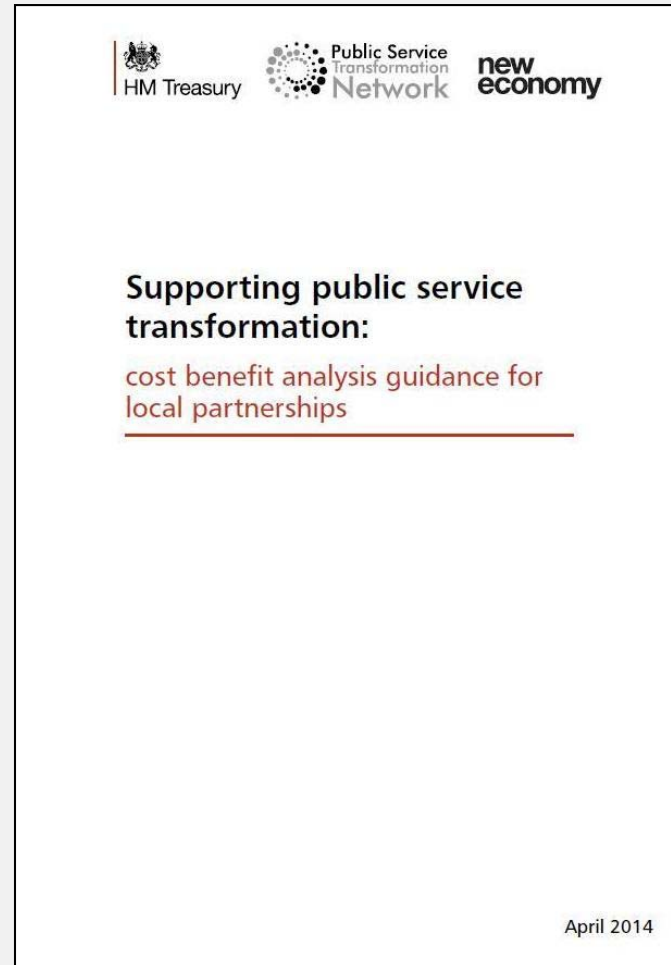
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Understanding the cohort



Building the business case for reform



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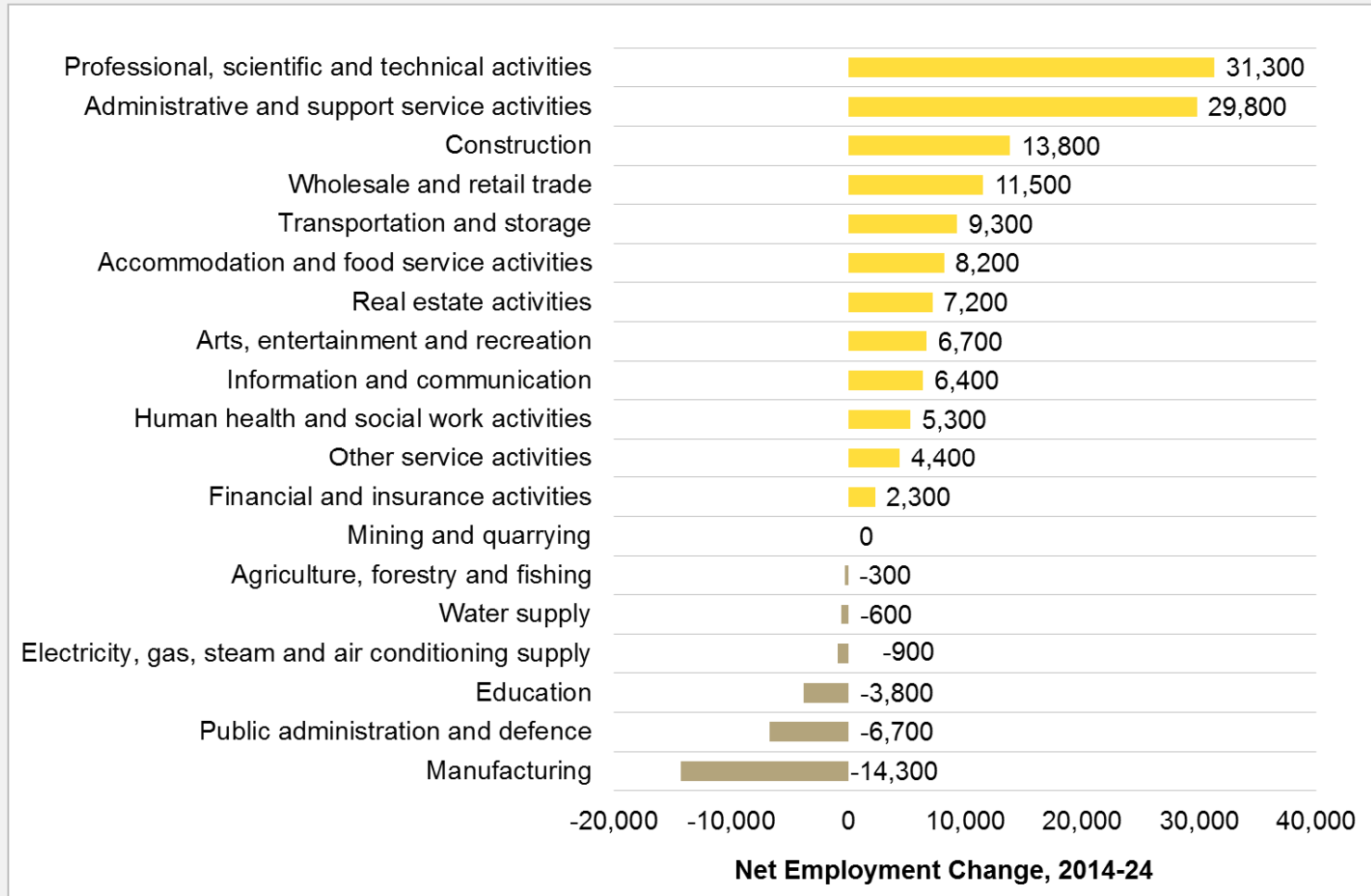
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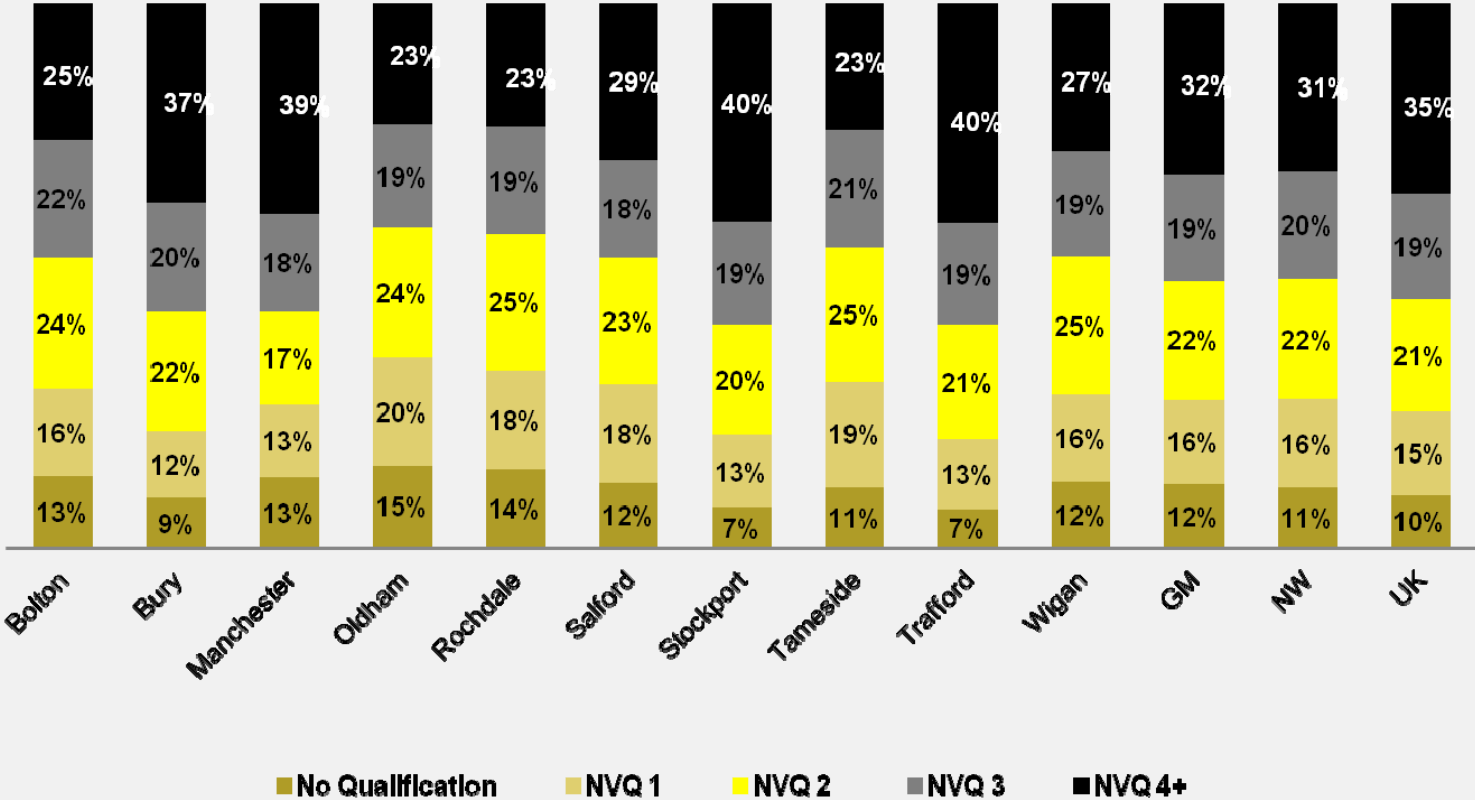
Opportunities for growth



Source: GMFM (Oxford Economics, December 2014)

Up-skilling the population

Qualification Profile by District, 2013



Continuing the devolution journey

- The existing deals represent significant progress towards our overall ambition for GM
- But this is the start of our journey not the end
- Summer budget announcements
- The forthcoming Spending Review provides an opportunity to explore further potential for devolution