

NCVO/GMCVO 2008 WORKSHOP AM4

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AGMA GOVERNANCE FOR THE CITY REGION & MANCHESTER'S MAA



WORKSHOP

- **AGMA - Now**
 - What is it?
 - What do we do?

- **AGMA – THE FUTURE**
 - Governance in Greater Manchester
 - Commissions & the MAA
 - What does this mean for the Voluntary & Community Sector?

AGMA - What is it?

“The Association of Greater Manchester Authorities acts as the voice of the ten local authorities of Greater Manchester and works in partnership with other organisations within the city-region”



AGMA :-

- **Is a voluntary association**
- **Has a constitution**
- **Exists through mutually**
 - Shared interests
 - Priorities
 - Geography

AGMA Beginnings

- **Before 1986**
- **“Two tier” system in G Manchester**
 - Greater Manchester County Council (since 1972)
 - 10 District Councils

County Functions

- Police
- Fire
- Waste **Disposal**
- Transport
- Strategic Planning

District Functions

- Education
- Social Services
- Waste **Collection**
- Housing

1985 Local Government Act

- **Metropolitan County Councils abolished**
- **“Joint Authorities” set up for**
 - Police
 - Fire
 - Transport
 - Waste Disposal
- **Districts given legal powers to collaborate and cooperate (hence AGMA)**



AGMA – How we did work

- **Monthly Meeting**
 - Leaders of 10 AGMA Councils
 - Chief Executives
- **Chief Execs meet separately as well - monthly “Strategy Group”**
- **Large number of Officer groups – collaboration, professional development**
- **“Scrutiny” – Quarterly AGMA Council. 3 elected members from each of 10 Districts**



AGMA – The Future

Why do we want to change?

- **Complex arrangement of public organisations and government agencies delivering services across Manchester**
- **Competing pressures to hit national and local targets**
- **Varying accountability at local, city and regional level**
- **Insufficient strategic co-ordination of partners**

What do we want to achieve?

The “vision”

Greater Manchester to be at the heart of a thriving North West:-

- *...capable of successfully competing internationally for investment, jobs and visitors.*
- *...providing a vibrant, attractive safe and healthy environment in which to live, work and earn in a cohesive manner...*
- *...that enables people of in all communities and of all ages, regardless of disabilities and cultural backgrounds, to reach their full potential.”*

How?

- **Change the way we are governed - Two approaches:**
 - GLA model with direct elections, with or without a Mayor or;
 - Federalist model building upon AGMA and streamlining existing arrangement

Governance: Why it matters

Key Drivers:

- **Economic competitiveness and skills development – all part of the same local economy, prosperity of individual Communities dependent on competitiveness of our area as a whole**
- **Supporting and facilitating investment in transport infrastructure**
- **Building sustainable communities i.e. places where people choose to live**

Governance: Why it matters

Help enable:

- **Policy framework – long term in nature to provide certainty and stability to a range of stakeholders**
- **Co-ordination of policies**
- **Harnessing investment programmes to meet long term objectives**
- **Focus partnerships to effective deployment of resources, reduce duplication, fill gaps in the provision of resources**

Governance - What is needed?

- **Effective leadership**
- **Strong accountability and scrutiny**
- **Improved capacity and capability of services – focused on shared objectives and priority places within the City Region**
- **Flexibility – capacity to work within & outside established administrative boundaries**
- **Transparency of the process of engagement – to secure public credibility**
- **Legibility and visibility of the new arrangement – clear understanding of the role**
- **Cultural change**

Why Now?

Sub National Review of Economic Development and Regeneration – the SNR. July 2007

- **Recognises role and importance of city regions:-**
 - *“key spatial level around which growth is concentrated”*
 - *“increasing extent of economic development decision making at sub regional level is an important means of improving economic outcomes”*

How do we plan to do it?

THE AGMA EXECUTIVE:-

- Leaders of Local Authorities
- Supported by appointed Commissions
- Key decision maker/accountable focus
- Advised by Business Leadership Council

Some Principles

- **Not a new bureaucratic tier – local authorities existing powers remain**
- **Democratic Accountability**
 - Revised constitution
 - Links to existing local authorities
 - Elected leaders form Executive
 - Formal link in to local authority scrutiny procedures
 - New call arrangements for AGMA decisions
- **Partnership - mix of elected members and other partners on Commissions**

AGMA Executive

- **Leaders of Local Authorities**
- **Supported by appointed strategic commissions**
- **Key decision maker/accountable focus**
- **Advised by Business Leadership Council**
- **To be constituted as the strategic planning/transport/economic authority for the city region**

Business Leadership Council

- **Providing clear voice for private sector**
- **Driving agendas for economic development skills and employment**
- **Empowered scrutiny role**
- **Direct engagement with Executive**
- **Core membership of strategic boards**

Strategic Commissions

- **The Commissions:**
 - **Economic Development Employment & Skills**
 - **Housing & Planning**
 - **Environment**
 - **Public Protection**
 - **Health**
 - **Transport**
 - **Improvement & Efficiency**
- **Membership:**
 - **Appointed by Executive**
 - **3 year fixed term**
 - **Lead Executive Member**
 - **Membership to include other sectors**

Scrutiny Pool

- **Scrutiny Pool to act as a focus for the scrutiny and challenge of the activities of the Board and Commissions**
- **For investigating matters of strategic importance to residents within the combined administrative area covered by the participating authorities**
- **Comprising of of 3 councillors from each of the participating authorities**

GM Forum

Role:

- A wider Forum of stakeholders
- Meet annually consider the Forward Plan for the Executive Board
- Review progress on its main objectives
- Building on the existing 'Greater Manchester Forum'

So what – How is this different?

- **Clear strategic leadership and accountability**
- **Effective cross-agency co-ordination and delivery**
 - Our region matters, administrative boundaries don't need to address the bigger picture as well as our local areas
- **More effective use of ever reducing resources**
- **Powerful and focussed scrutiny driving performance**
- **Framework for delivery of neighbourhood priority**
- **Route for making the tough decisions**
- **Model to make GM competitive and successful on the international arena**

What will success look like?

- **Economic Development Employment & Skills**
 - MAA – 8 building blocks
 - achievement of CRDP growth targets (2.9%pa)
 - delivery of key PSA targets (worklessness/NEETS)
 - creation of City Region Skills Board
- **Transport**
 - delivery of fully integrated transport strategy
 - corridor partnerships
 - new funding mechanisms
- **Housing and Planning**
 - clear strategy to manage growth
 - 12,500 new homes in city region by 2015
 - integration of economic and spatial planning

What will success look like?

- **Environment**
 - effective implementation of largest waste management contract in the UK
 - integrated strategy for whole waste stream
 - Climate Change Agency & city region targets for sustainability indicators
- **Public Protection**
 - alignment of authorities and strategies
 - clear framework for strategy and delivery
 - effective scrutiny of all key agencies
- **Health**
 - promotion of co-ordinated activity by all agencies
 - Empowered scrutiny of health contribution to wider goals
 - Strategic interventions on Manchester “big killers”
- **Improvement & Efficiency**
 - enhanced strong leadership to deliver the Vision
 - established effective partnerships and processes to transform and drive change

Some Specifics – The MAA

The Principles:-

- **Solutions at the right spatial level designed to meet the needs of individuals, communities and businesses.**
- **Collective action, aligning and co-commissioning resources where appropriate**

MAA Specifics – 8 ‘Building blocks’

- **Building Block 1 – The Greater Manchester Strategic Plan**
 - Will make explicit all the core objectives of the city region
 - integrated framework to manage delivery and performance.
 - Main vehicle for G Manchester input into new single integrated Regional Strategy
- **Building Block 2 – Reducing Worklessness**
 - DWP and Manchester to pilot a tailored flexible New Deal,
 - Benefits Transfer Pilot, in particular where single communities cross local authority boundaries.
- **Building Block 3 – Strengthening Our Skills Offer**
 - New Commission to be formal Employment and Skills Board
 - Agreed to consider further the need for equivalent role in adult skills (& 14-19) as G London Skills Board
 - Government to agree role of Commission in terms of increasing skills employer demand and working with national agencies.



MAA Specifics – 8 ‘Building blocks’

- **Building Block 4 – Achieving more for 14-19 year olds**
 - White Paper proposals on 16-19 provision to apply at G Manchester level in advance of national timetable
 - 16-19 governance arrangements to be aligned with new governance structures
- **Building Block 5 – Accelerating Business Expansion to Generate Growth**
 - Agree to align resources to deliver improved outcomes for the city region through co-commissioning and co-investment
 - Agree to agree a process for G Manchester to co-design and co-commission programmes with the NWDA.
- **Building Block 6 – Enhancing Investment and Innovation**
 - Develop an Innovation Prospectus and Partnership with DIUS & BERR
 - Strengthen MIDAS arrangements with UK Trade and Investment (UKTI) to promote better investment with the region
 - Develop support measures to enable G Manchester to compete more effectively for investment against international competitors.

MAA Specifics – 8 ‘Building blocks’

- **Building Block 7 – Ensuring Greater Manchester’s Critical Infrastructure will sustain our Economic Growth**
 - Developing a process of engagement with the utility networks (power, water, gas and telecommunications) to ensure that our long-term plans are reflected in their investment planning.
- **Building Block 8 – Meeting the Housing Needs of a Competitive City Region**
 - Formal partnership with Homes and Communities Agency, to agree priority regeneration and housing outcomes for Greater Manchester.
- **Bid Submitted 6 June**
- **‘Agreement to agree’**
- **Needs new commitment to cooperate in AGMA; but also changes /commitments within Government**
- **Real challenge to culture within Whitehall & Quangos**

Voluntary Sector

What does this mean for the Voluntary sector?

– some suggestions?

- **Opportunity to contribute and influence – help ensure effective engagement with the sector**
- **Be proactive and work with AGMA and other private and public organisations to promote new ways of working (e.g. reduce bureaucracy)**
- **Influence and input into priorities**
- **Economic driver – Presents VS both a challenge and an opportunity**
- **Need to consider what more can be achieved by the VS under a new governance model – could this new infrastructure act as a conduit for VS to engage with the city region agenda and expand the VS profile**

Voluntary Sector

What does this mean for the Voluntary sector – some suggestions?

- **Need to show that the VS offers a different perspective and alternative solutions and that there is scope for greater collaboration on shared objectives**
 - Working with VS to looking at ways of working within the new system – need to make sure links are built – a draft framework
 - Acknowledge it's not that simple – but this is a start