A CHANGING WORLD

The 2013 Greater Manchester Strategy set out our shared ambition to pioneer a new model of sustainable economic growth based around a more connected, talented and greener city region where all our residents are able to contribute to and benefit from sustained prosperity and enjoy a good quality of life.

That ambition remains. But the world around us – and Greater Manchester – has changed since that strategy was produced, perhaps more than many people would have anticipated.

At a global level, new economies in Asia, Latin America and the Middle East are growing rapidly and patterns of trade continue to change. Cities are playing an increasingly important role within those economies. Technology and the data revolution is fundamentally altering the way that we do business and will continue to do so in ways that we can’t yet even foresee in what is becoming known as the Fourth Industrial Revolution. The world’s population is getting older meaning that a smaller workforce will be responsible for driving an economy that must support larger numbers of elderly people.

In June 2016 Britain voted to leave the European Union, a decision that will have a profound impact, in both economic and social terms, across the UK and in the wider world. The nature and affect of the changes to come cannot yet be fully known or understood. But what is clear is that the way that Britain and places like Greater Manchester do business with the rest of the world is changing. There will be challenges to be addressed but we must also seize the opportunities that our new relationship with Europe – and beyond – presents.

59% of the goods that GM exports currently go to the EU: our businesses will need support to access new markets where traditional trading relationships with the EU are disrupted. If restrictions are placed on the movement of people, businesses may struggle to find people with the skills they need – meaning that the education and skills system in the city region needs to be ready to respond, making sure that our residents are equipped with the skills required to drive growth over the coming decades.

While the motivations for the vote to leave the EU were many and varied, stagnating living standards clearly played a part. Levels of worklessness have remained consistent for a decade or more despite various national programmes designed to address this issue. Around 250,000 GM residents of working age claim benefits, 80% of whom are out of work, with a significant number claiming a health related benefit.

And there remain stubbornly persistent inequalities in economic and social outcomes across the UK as a whole, and within our city region. The benefits of economic growth have not been shared equally – the top 10% of households now share almost half of the UK’s wealth. The growing disparity in personal incomes is largely down to the loss of middle income jobs, especially in manufacturing, and the growth of higher and lower income occupations within service sectors. Combined with the ongoing
squeeze by central Government on spending, many households have been struggling to get by.

The Government’s emerging modern industrial strategy provides an opportunity to address the long-term challenges facing the UK economy, but only if it goes beyond the traditional focus on sectors and puts in place a new framework that allows places such as Greater Manchester to progress ambitions for both growing the economy and reforming public services to deliver increased prosperity for all.

And in Greater Manchester we have seen our own fair share of changes. Our groundbreaking devolution agreement, signed in November 2014, and supplemented by further deals in March 2015, July 2015 and March 2016, provides our city region with the most comprehensive and ambitious devolution settlement in the country, in recognition of our economic potential. The Memorandum of Understanding between local authorities and health partners, signed in February 2015, means that from April 2016 GM took full devolution of all funding and decision making for health and social care in GM, providing a unique opportunity make radical changes to how those services are provided across Greater Manchester, improving the health of our residents and the long-term financial future of the NHS.

The devolution of additional powers and resources from central Government to Greater Manchester is in recognition of the clear vision and ambition that all ten Greater Manchester local authorities’ share for our city region. The first Greater Manchester Strategy, published in 2009, was our response to the Manchester Independent Economic Review – the most robust economic analysis ever undertaken of a city, led by global experts. We have continued to invest in a comprehensive and robust evidence base – most recently through our ‘Deep Dive’ analysis of the challenges and opportunities facing all parts of the city region – to ensure that our strategic approach is based on a sound analysis of what is required in different parts of Greater Manchester to drive growth and ensure that all GM residents benefit from that growth.

The extensive and wide-ranging nature of our devolution settlement recognises the strong, stable and effective governance arrangements that we have in place, and of our proven track record in delivering on our commitments. We have a long history of working together and have been doing so since the abolition of the Greater Manchester Council in the 1980s, first on a voluntary basis through the Association of Greater Manchester Authorities, and then, from April 2011, through the Greater Manchester Combined Authority – a formal partnership with statutory responsibilities for transport, economic development and regeneration.

By working together - and with our partners in the private and voluntary sectors - we have worked out what needs to be delivered at local authority level, what is best done at Greater Manchester level, and what we need to work with other Northern cities on. Partnerships at local authority level must be empowered to create attractive places in which to live, work and invest and to deliver effective and efficient public services that meet the needs of local people. If we are to make our city region more attractive for investment, boost jobs and productivity, and ensure that the benefits of growth are shared by all of our people we must work together at Greater Manchester level. And some issues, such as regional and national transport connections, and investment in science and innovation, have an impact that goes beyond individual city regions and on those issues we must work with our partners across the North and beyond.

1 Bolton, Bury, Oldham, Manchester, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan
That is why devolution is so important, and why Greater Manchester has been at the forefront of the national debate on devolution, making a strong case for greater levels of influence and control at local level. Devolution allows more of the decisions that matter to local people and local places to be taken by local leaders, instead of by central Government. Devolution means that decisions are taken in the places where the impact of those decisions is felt and enables us to ensure that investment is focused on the things that matter most to the people and businesses of Greater Manchester.

The way that Greater Manchester works is changing, and will change further over the coming years. Devolution demands clear leadership and direct accountability to residents so Greater Manchester will get a new mayor, to be elected by all the region’s voters on Thursday 4 May 2017. The elected mayor will have new powers over transport, housing and planning, will take responsibility for fire and police services, and will work as an 11th member of the GMCA, along with the ten council leaders, as we move forward to deliver our ambition for Greater Manchester.

In light of these changes, and the further changes to come, it is timely to review our strategy for the future, to make sure that the course we have set is the right one for our city region.

WHERE WE ARE NOW

We have achieved a great deal since the last Greater Manchester Strategy was produced in 2013. By working together in partnership, across the public, private and voluntary sectors, we have made real progress against the strategic objectives set out in that strategy. The Greater Manchester devolution settlement has been pivotal to our progress.

We have developed innovative new ways of investing in our city region and beyond. Our ‘Evergreen’ fund has supported investment in commercial development and infrastructure projects, despite the reduction in commercial funding available following the financial crisis in 2008. Through Evergreen we have now invested funding of over £75m in projects around the NW and, with performance unparalleled by any other public sector investment fund, we are on track to create 7,380 new jobs (almost doubling our target of 4,088) and support the redevelopment of over 20 hectares of brownfield land (almost double the target of 11.2 hectares).

We have continued to invest heavily in our transport infrastructure, through the largest capital transport programme outside London. The second city crossing will increase the capacity, flexibility and reliability of the Metrolink network and will open in Spring 2017. Thanks to Greater Manchester’s “Earnback” deal with Government work has also now started on the new Metrolink extension to Trafford Park. Other key transport developments include the opening of Wythenshawe’s interchange in July 2015 and the Leigh Salford Manchester bus priority scheme which started running in April 2016.

Our approach to investment is underpinned by our informed, integrated approach to strategic planning across the city region. Over the next two decades Greater Manchester will need to accommodate 200,000 new jobs, an additional 300,000 people and over 220,000 new homes. The Greater Manchester Spatial Framework (GMSF) will enable us to manage our land supply in the most effective way to achieve our ambitions for our city region, based on a clear understanding of the role
of places and the connections between them. Built on a robust analysis of projected employment growth, including a sectoral analysis of our key growth sectors, and an assessment of demographic change and the housing requirements arising from such change the GMSF will provide a clear perspective of land requirements, along with the critical infrastructure – transport, digital, energy, water and waste – required to support development.

Delivering the level of housing growth required is a significant challenge facing not only our city region but the country as a whole. However, through the GM Housing Fund, announced as part of our first devolution agreement, we are already boosting housing development. The Fund will deliver an additional 10,000 new homes over the next ten years and in just over a year we have already invested almost £200m of that fund to support the delivery over 2,400 new homes. We have improved the energy efficiency of 5,000 existing homes through investment overseen by our Low Carbon Hub.

And Greater Manchester has been invited to be part of the ‘100 Resilient Cities’ network, gaining access to tools, funding, technical expertise, and other resources to ensure that our built and natural infrastructure remains resilient to the challenges of the 21st century.

Through the support provided to GM businesses by the Greater Manchester Business Growth Hub, helping them to invest, innovate and access new markets, we have delivered over 3,200 new jobs and have added £130m of annual GVA to the GM economy over the last two years. We have continued to develop our international connections: Manchester Airport now serves over 180 destinations across Europe, the US, the Middle East and Asia. The first ever direct scheduled flight from anywhere outside of London to mainland China launched from Manchester Airport on 10 June 2016.

Manchester is now the third most visited city in the UK by international tourists, and in 2016 came in at number 8 in the Lonely Planet Guide’s top ten cities to visit. Our international profile received a further boost when Manchester was designated the 2016 European City of Science, in recognition of GM’s world leading strengths in science and innovation. The Science in the City conference, hosted in July brought 4,500 delegates to Manchester, including globally renowned scientific and technology leaders.

We have continued to invest in science and innovation so that we can further develop our world leading strengths in this field. We secured the investment needed to establish the Graphene Engineering Innovation Centre. The Centre will allow us to capitalise on our expertise in graphene research and help to translate that research into new applications and products that will create new jobs for GM residents. Through our Growth Deal with Government we have created a £40 million life sciences investment fund to further develop Alderley Park and support life sciences businesses across Greater Manchester and Cheshire East.

We are building on advances in digital technology through initiatives such as CityVerve, GM Connect and Health Innovation Manchester to ensure that GM is at the forefront of the digital revolution, a smart city delivering smart services for residents and businesses and a resilient city, using technology to tackle global challenges such as air pollution and cyber-threats. MediaCityUK continues to grow as a leading international hub for the creative and digital sectors – the Tomorrow building opening in Summer 2016, offering an additional 50,000 sq ft of office space.
And we have made real progress in improving the way that services are delivered for our people, helping them to access the right help, at the right time by integrating, coordinating and sequencing services into bespoke packages of support for families and individuals. In this way we have been able to help more of our hard-to-reach residents, supporting them to address the sometimes complex issues they face, improving their quality of life and helping them to become more self-reliant through participation in work and training. The GM Troubled Families Programme has helped over 8,000 families, significantly reducing youth offending, anti-social behaviour, and school absence. Greater Manchester’s Working Well Programme has helped 984 people back into work – a success rate that is significantly higher than that of the Government’s centrally managed Work Programme.

Through our devolution settlement we are taking responsibility for adult education and skills provision. This will help us to make sure that the training available to GM residents aged 19 and above better meets the needs of both residents and employers, although to make the improvements we are seeking we require greater influence over the skills and education system as a whole – including schools.

Devolution of health and social care responsibilities to Greater Manchester is enabling us to improve the health and well-being of our people whilst tackling the enormous challenge of ensuring that the health system becomes financially sustainable. Greater Manchester’s groundbreaking Strategic Plan - Taking Charge - was produced in December 2015 and sets out how, by 2021, GM will radically reform the way the health and social care services are provided to deliver the greatest and fastest improvements to health and wellbeing across Greater Manchester, and address the £2 billion shortfall in funding for health and social care services.

And our successes go beyond the boundaries of Greater Manchester. By working in partnership with other cities across the North, including Leeds, Liverpool, Sheffield and Newcastle we have made real progress in establishing the North of England as a Powerhouse for the UK as a whole. We are working together to bring our cities together in a way that will make them much greater than the sum of their parts: by investing in transport connectivity across the North, by prioritising our collective strengths in science and innovation, by establishing creative clusters and by securing greater local control and power to ensure that local leaders have the tools they need to drive economic growth and improve the way that services are delivered for local people.

The Northern Powerhouse Independent Economic Review, commissioned by Northern Leaders with the support of Government, identified pan-Northern and globally-distinctive strengths with the potential to transform the economic prospects of the North. The Review identified four ‘prime capabilities’ in Advanced Manufacturing (with a focus on materials and processes); Energy (in particular generation, storage and low carbon technologies and processes); Health Innovation, including life sciences, med tech and service delivery; and Digital, with a focus on computation, software design, data analytics, simulation and modelling. It also identified ‘enabling capabilities’ in Financial and Professional Services, Logistics and Education. Greater Manchester is working with partners across the North to ensure that we capitalise on these strengths to boost the economy of the North, and the UK as a whole.

Working with other Northern cities GM has led the establishment of Transport for the North, which will oversee delivery of the Northern Transport Strategy, delivering

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improvements in connectivity across all modes of transport – including rail, roads and freight - to connect ports to cities and cities to cities, including a new fast train link between Manchester and Leeds. Combined with national rail improvements such as the Northern Hub and HS2 we are together working hard to better connect people and businesses to regional, national and international markets. The establishment of Rail North has allowed us to ensure greater local control over rail franchising, ensuring that franchise specifications properly reflect priorities for the North and will fully support the growth ambitions of the northern authorities. With Government support, we are establishing the Sir Henry Royce Institute for Materials Research and Innovation, focused in Manchester with satellite “spokes” in Leeds, Liverpool, Sheffield, Oxford, Cambridge and Imperial, building on our expertise in science and technology to create wealth and jobs in Greater Manchester and across the North. We are transforming the cultural offer available of the North, building on the world-class assets that we already have, including Opera North in Leeds, the Tate in Liverpool and the Yorkshire Sculpture Park. 2015 saw the re-opening of the critically acclaimed Whitworth Art Gallery and the completion of Home (the largest multi-arts complex to open since the Barbican in London). The Factory, a new theatre and arts venue due to open in 2019 will further enrich the city region’s cultural offer and will attract new audiences from the UK and beyond. Greater Manchester is not the only city region to secure greater devolution: the Liverpool and Sheffield city regions, West Midlands, Tees Valley and the West of England have all struck deals with Government that give local Leaders more of the powers they need to drive growth and improve services for local people.

THE CHALLENGES WE FACE

But despite the progress that we have made, we know we still need to do much more to realise the full potential of Greater Manchester – and to help the people of Greater Manchester to realise theirs.

Productivity – the efficiency of the economy - is still disappointing across the UK, and particularly so within the North of England. Productivity growth has been slow since the financial crisis, with output per hour worked in the UK 18% below the average for the remaining 6 members of the G7 group of industrial nations³. And the North’s GVA per capita has, over the last thirty years, been consistently about 25% below the average for the rest of England. If Greater Manchester’s GVA per head were the same as the UK average, the city region’s economy would be 20% larger, and generate an additional £10bn per annum.

Strong productivity growth is vital for wages to be able to rise sustainably, to the benefit of families who are currently struggling to get by. Typical pay has fallen in real terms since the financial crisis: median hourly pay has fallen by 5.7% in Manchester since 2007, a measure that demonstrates that not only the lowest paid are feeling the squeeze. Average housing costs to net income ratio have also risen sharply, and not only in London: across the North West housing costs now account for 20% of incomes, compared to less than 15% in 1994/95. Those on the lowest incomes will be hard hit by cuts to working age benefits, and in city regions like Greater Manchester where almost a quarter of the population is in receipt of tax credits, the impact will be particularly severe.

And not only does productivity need to improve, but the benefits of growth need to be more widely shared. The number of jobs available in Greater Manchester is

³ Canada, France, Germany, Italy, Japan and the United States
increasing. With a growth rate of 1.2% in 2015, employment is rising at a significantly faster rate than the North West average of 0.9%. But unemployment amongst our resident population remains a significant challenge: 88,800 of Greater Manchester’s working age people were unemployed in 2015; a rate of 6.7%, higher than the national and North West average of 5.4%. 45% of GM’s young people leave school without 5 GCSEs including English and Maths. The foundations for this poor educational attainment are set early with 40% of young people entering school who are not “school ready”.

The low wage, low skills, low productivity nature of the GM economy means that too few of our residents are securing access to the wealth that we are creating. Our programme of public service reform is already having an impact, with the number of people claiming Job Seekers Allowance and Universal Credit falling by 2.4% from April to May 2016, but we must do more to develop a more inclusive economy, one in which everyone can make a contribution and benefit from growth. No one must be left behind.

Greater Manchester is one city region made up of many diverse parts. There are world-leading assets and opportunities for growth throughout the city region: our concentration of science, research and innovation assets, our vibrant creative and digital sector, our globally-competitive manufacturing sector which is now growing its contribution to economic output year-on-year, our access to strategic transport networks, and our town and district centres which are increasingly important for jobs and homes across the conurbation, to name but a few.

However, it is also the case that economic and social outcomes differ across Greater Manchester. Some GM neighbourhoods have not shared in the benefits that economic growth brings as fully as they might and the deprivation that results acts as a drag on the economic potential of the city region as a whole. As research by the University of Manchester Inclusive Growth Unit shows the causes of disadvantage vary across local areas – some will have proportionately more lower skilled residents who struggle to compete for employment opportunities; in others limited transport links may mean that residents struggle to access opportunities; still others may be experiencing significant population churn.

Each district, ward and neighbourhood has a different mix of assets, opportunities and challenges. All have a unique role to play in ensuring a successful future for Greater Manchester. It will be essential for us to recognise this diversity to capture the opportunities, and overcome the challenges, in all parts of GM to secure a more prosperous future for all our residents.

Greater Manchester’s devolution settlement provides some of the tools and levers that we need to do this but it still falls a long way short of giving us the influence or control over all public spending in Greater Manchester that we need to truly drive productivity growth and address social and economic inequalities to ensure that the economy works for everyone.

The Government’s approach to skills provision is a good example of this. Despite an undeniable deficit in the high level skills required by employers, despite the huge numbers of people who have no or low levels of skills, despite the UK’s dependence on economic migration to fill gaps in the labour market, Greater Manchester has only been able to secure very limited powers over the post-19 part of the skills system, severely limiting our ability to respond to skills deficits and improve skills outcomes.

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4 http://www.mui.manchester.ac.uk/igau/research/cities-analysis/
for businesses and residents. If we are to ensure that our residents can contribute to and benefit from the growth of the conurbation, we must review the skills system as a whole to understand how the system can be better coordinated and managed at a local level and in line with local priorities to improve economic performance. The Manchester Independent Economic Review highlighted this as a priority for Greater Manchester as far back as 2008 but despite clear evidence that the current Government approach is not working we have been unable to engage Government in a meaningful discussion of the reforms required.

Another prime example is funding for social care services. Whilst we are making real progress in redesigning health and social care services across GM to deliver better services and better outcomes for our people the pressure on social care budgets poses a real threat to the success of our plans. If we are to reduce demand for expensive hospital services we must be given access to the resources we need to invest in primary and community care services so that our residents can seek the help they need closer to home. Unless we are able to make that investment too many people will continue to go to A&E because they can’t get an appointment with their doctor, too many of our vulnerable people will end up in residential care because they can’t access the services they need in their home, and too many people will be stuck in expensive hospital beds because they can’t get the support they need within their local communities.

In response to these challenges we face we must dig deeper into those areas where devolution has been possible to identify the further powers and flexibilities required to truly empower local leaders to transform the way that investment in growth and the reform of public services are delivered: we still do not have the tools and resources that we need to make Greater Manchester the place we know it has the potential to be. We have made great strides over recent years but the growth of our city region has not been inclusive enough. If we are to ensure that all parts of Greater Manchester, and all of our residents, are to benefit from growth it must be underpinned by a strong, integrated, growth-driven regeneration strategy that brings together investment in transport, skills, housing and neighbourhoods to tackle barriers to investment and enterprise and connect all of our people to the benefits and opportunities that growth brings.

We must be empowered to take a joined-up, whole-system approach to the management of our transport network across all modes, an approach that must also extend to the management of congestion. Transport is critical to providing businesses with access to the skilled labour market they need to drive growth and productivity, and to connecting our residents to the opportunities that growth brings. Our highways network is a vital part of a prosperous and forward looking local economy: we must upgrade and renew that network to underpin growth and make our neighbourhoods even more desirable places in which to live. Significant increases in the capacity of the public transport system (trains, trams and buses) will be required if we are to capture and maximise the local benefits that strategic investment in HS2, East-West connectivity and Manchester Airport will bring.

And whilst the GM Housing Fund has provided a welcome boost to housing development, the number of new homes being delivered still falls way short of the level needed to accommodate the level of household growth expected. Greater Manchester local authorities have granted planning permission for over 45,000 homes that are not being built, largely because the cost of providing infrastructure and dealing with issues such as land contamination means that sites do not offer a return on investment that makes them attractive to developers. We must find new ways to invest in these in these stalled sites so that thousands of new homes can be
built in the existing urban area, and demands on Greenfield and greenbelt land are kept to a minimum.

The Government’s emerging Industrial Strategy provides a real opportunity for Britain to forge a bold new positive role in the world following our withdrawal from the European Union, with strengthened trading relationships and more productive businesses driving growth across the whole country and improving living standards and increasing opportunity for all. But it will only be effective if it goes beyond the traditional focus on sectors, and roots itself in a proper understanding of the way that places function. It must recognise that different places will require different approaches to build on the opportunities and address the challenges that they face and that local leaders must be empowered to develop an approach tailored to the needs and assets of those places.

The City Growth Commission, chaired by the renowned economist Jim O’Neill, clearly demonstrated the power of cities in creating positive economic and social change and made an evidenced case for cities to take a new, enhanced role in national and local policy and governance. Capitalising on the growth potential of the UK’s cities needs to be central to the Industrial Strategy and will be critical to its success. The Industrial Strategy must bring together “People and Place” and “Growth and Reform” though policy decisions made at the level of where their impact is felt if we are to make places more attractive for investment, if we are to boost jobs and productivity, if we are to ensure that the benefits reach families who are currently just managing to get by, and if we are to tackle long-standing problems with low pay and worklessness.

WHERE WE WANT TO BE: OUR VISION

By 2040 Greater Manchester will be one of the world’s leading city regions, reaping the benefits of sustainable and inclusive growth across a thriving Northern economy. It will be ever more self reliant, connected, dynamic, inclusive, digitally-driven, productive, innovative and creative. A destination of choice to live, work, invest and visit, GM will be known for the high levels of happiness and quality of life our people enjoy. No one will be held back, and no one will be left behind: all will be able to contribute to and benefit fully from the continued success of Greater Manchester.

If we are to achieve our ambitions for Greater Manchester we need everyone with a stake in our city region – residents, business, the voluntary sector as well as civic leaders – to work together to help us get there. Which is why, in developing this strategy, we have consulted extensively, seeking the views of all stakeholders and partners to understand their aspirations for the future, what they think the GMCA could do differently or better, and how they can contribute to shaping the Greater Manchester of the future.

Our vision is a high-level statement of intent, capturing the things that our residents, businesses and partners have told us are important to them. It is a vision that will help us to chart a course towards a stronger, more prosperous, inclusive Greater Manchester.
HOW WE WILL GET THERE

Our approach is based on a comprehensive and robust evidence base. Our ‘Deep Dive’ work provides an in-depth analysis of the challenges and opportunities facing all parts of our city region\(^5\). We are continually developing, improving and extending our evidence base to show the impact that our reform of public services is having, to make sure that we are focusing on what works, and introducing the changes needed to really make a difference to the lives of our residents. The Northern Powerhouse Independent Economic Review has provided an examination of the factors driving the North’s economic performance to identify pan-Northern and globally-distinctive strengths with the potential to transform the economic prospects of the North. New Economy, with third party support from leading economic experts has embarked on an extensive programme of research to help understand the likely impact of Brexit on the city region.

Based on that evidence, there are three ‘golden threads’ that run through our approach: **Assets, People and Place.**

We are driving economic growth and productivity through a particular focus on high value sectors, and on **assets** that are or have the potential to be world-leading and globally distinctive.

This means focusing on Greater Manchester’s particular sector specialisms - of which there are many. These include Advanced Manufacturing, Energy, Health Innovation, Digital, Financial and Professional Services, Logistics and Education, as evidenced by the Northern Powerhouse Independent Economic Review, along with GM specific strengths in Creative Industries, Engineering and Textiles. Consultation respondents told us that “Manchester was the birthplace of computing. It would be great to rekindle this and get lots of high tech companies to locate here, making us a centre for technological innovation again.”

It means investing in our strengths in science and innovation, especially where there are links to our sector specialisms. “*It would be great to focus on investment in the sciences and building a knowledge economy around the universities and science park to improve and grow the scientific community in Greater Manchester.*” The Greater Manchester and Cheshire East Science and Innovation Audit (SIA) identifies Core Strengths in GM as being in health innovation and advanced materials, where we have existing, internationally-recognised excellence. The SIA also identifies Fast-Growth Opportunities in digital, energy, and industrial biotechnology, where our assets and capabilities offer real scope for future development. It will be important that Government and GM invest in those priorities and actions identified in the SIA to ensure we gain the most economic benefits from our science capabilities and that they remain ‘world leading’.

It means identifying and maximising global market opportunities that enable us to make the most of those sectors and assets and build our global brand, building on the excellent connectivity provided by our airport: the UK’s biggest outside London and the South East: “*a thriving city, able to compete and bring new opportunities to our country*”. Europe and the USA remain the largest, most significant and most mature markets for GM for international trade, investors, visitors, academic research and students. Within Europe, a number of EU countries stand out as key markets for GM with Germany, Netherlands, France and Ireland currently our most important EU trading partners. In terms of the USA, GM will be looking to build upon our strong

\(^5\) [http://neweconomymanchester.com/publications/deep-dive-research](http://neweconomymanchester.com/publications/deep-dive-research)
relationships with key cities including New York, Boston and also Silicon Valley where we want to leverage our competitive strengths in Health Innovation, Digital and Advanced Materials. China, India, Japan and the United Arab Emirates are “Opportunity Markets”, ones in which there is clear growth potential and where we are well placed to build upon existing trade, investment and other relationships. Other markets, such as Malaysia, Singapore, Canada, Australia, Saudi Arabia, Taiwan & South Korea, Nigeria and Brazil provide opportunities in relation to some of our niche areas of strength such as health innovation and 2D materials.

It means supporting our businesses to invest, innovate and diversify and ensuring their resilience during the period of change and uncertainty that we have entered following the decision to withdraw from the European Union, supporting them to navigate this uncertainty, manage change and take advantage of new opportunities. “We need to invest in business start ups and growth – starting your own business isn’t easy.” The Manchester Growth Company is now well established and nationally recognised as an exemplar for the delivery of business support services, providing a strong, integrated offer making it easier for businesses to access the support they need.

And it means targeting investment on the interventions required to elevate our performance, global status and profile, capitalising on the world-leading research excellence and innovation that goes on in our universities, building on assets such as our science parks and innovation centres, working with our hospitals, our cultural institutions and the airport. The public, private and voluntary sectors must work collectively to translate those specialisms and assets into economic growth and jobs for Greater Manchester.

We are removing the barriers that prevent people from playing a full part in the economic success of Greater Manchester, so that no-one is left behind, reforming the way that public services are delivered, tailoring them to the needs of individuals and places. Skills services, work programmes, health and social care provision, criminal justice services and education are being redesigned and integrated at place level, ensuring that they deliver better outcomes for our residents.

This means preventing economic and social exclusion in the first place by making sure that our children are given the best possible start in life, laying the foundation for life-long success. “We need equal life chances, and better services for children and young people whose families are disadvantaged.” Without the right support children are more likely to engage in anti-social behaviour and leave school with poor qualifications, impacting negatively on their own life chances and contributing to Greater Manchester’s low levels of productivity by increasing the number of young people either out of work or in low paid work. We must provide access to the best universal services, linked to the right early support for those that need it, whilst also continuing to safeguard those who are most vulnerable.

It means fundamentally reforming the way that health and social care services are delivered throughout Greater Manchester to improve the health and wellbeing of people in Greater Manchester. Only one in ten of those responding to our consultation said that they had “good access to local amenities and healthcare services”. We are making radical improvements to public health services, encouraging and supporting people to make healthier choices, promoting wellbeing and preventing ill-health in the first place. We are transforming the primary care offer so that people are able to get the care and support they need from organisations close to home and within their communities, reducing demand for expensive hospital services. We are ensuring that those people that do need hospital care are able to
access consistent, high quality specialist services, applying best practice to improve patient outcomes across the city region. We are standardising clinical support and back office services and establishing coordination centres to help GM residents to navigate through the complex health care system to access the services that they need. All GM local authorities are developing ‘Locality Plans’ for the integration of health and social care provision and wider public service reform in their area, reflecting the particular priorities, opportunities and challenges of each individual locality, within the framework of the GM Strategic Plan, Taking Charge.

This means making sure that individuals and families are able to get the right support at the right time and in a joined up way, so that they are able to benefit from the economic opportunities that growth brings, taking part in training and employment and fulfilling their potential. Through our consultation our residents told us that it is important to “create more chances for people to use skills and experience and move into better paid, more fulfilling work.” The way that individuals, families and communities are interacting with services is changing: public services are being redesigned to help our people to become resilient and empowered, reducing demand for those public services in the long run. Our people are our greatest asset; the success of our approach will depend on confident communities doing their bit. And our consultation told us that people want to help and that “helping each other and respecting each other” is important.

It means a transforming the GM work and skills system so that we can grow, attract and retain skilled labour and build resilience and adaptability in the current and future workforce. “I would like to see all young people get an education that allows them to progress in the direction they would choose.” We must invest in the higher level and technical skills needed to drive productivity in GM’s growth sectors. But we must also ensure that all young people and unemployed adults have the basic and generic skills they need, including English, maths and digital, to help them obtain and sustain work. We must take a place-based approach to meeting the different skills requirements of different parts of our city region.

This means working with schools to increase the number of young people who achieve 5 GCSEs (or equivalent qualification), including English and maths, at 16. It means increasing the number of young people taking science, technology, engineering and maths (STEM) subjects at A-level. And it means improving vocational education & training pathways for 16 to 19 year olds and young adults that don’t want to pursue the academic route. By ensuring that more of our young people leave school with the skills and competencies needed to enable them to realise their potential, we can refocus the Adult Education Budget (AEB) on delivering to the education and training required to help people develop their skills further, widening access to the opportunities that growth brings and driving improvements in productivity.

This means ensuring that our young people get high quality careers education, information, advice and guidance that helps them to make informed decisions about their pathways to further/higher education and employment: choices that are based on the opportunities within the labour market and a knowledge of the jobs that are available. Through our consultation people stated that “we need jobs for our kids in innovation, science and tech” but our employers in sectors such as Digital, Manufacturing, Retail and Wholesale Distribution and Financial and Professional Services are struggling to recruit the qualified staff they need. We must work with our employers to ensure they play an active role in designing and funding skills provision, alongside ensuring greater collaboration between business, schools, colleges and Universities.
It means a skills and education system that provides clear, effective and integrated pathways from education to sustainable employment. To keep the clever youngsters here they must feel that they can have a good quality of life and a fulfilling career. You need to create training solutions that match the work opportunities.” We must be equipped to work with schools, helping them to play their natural role as anchors of communities and promoters of social mobility. We must be empowered to integrate all post-16 education and training, so that the resources of the Education Funding Agency and the Adult Education Budget are aligned in delivering provision that meets the needs of the GM economy and our labour market. We must ensure that the Apprenticeship Levy, paid by all of GM’s large employers, is used to maximum effect, ensuring that employers are encouraged and supported to develop their workforce through the use of apprenticeships, and that apprentices receive the support, education and training required to meet their development needs. We must grow the number of higher and degree level apprenticeships and ensure that we match the right apprentices with the right employers. We must be given the resources and flexibility needed to bring in additional capital and revenue funding to invest in higher level skills and drive innovation, so that we can meet the demands of employers and help people to progress from low paid work. And we must do all of this in an integrated, joined up way: Government must empower local places to take a whole-system approach to redesigning the education and skills system at a local level to deliver the skills our businesses and residents need.

For those that are not currently benefitting from the growth of Greater Manchester this means providing a more effective and integrated support. We must tailor the support provided to individuals, bringing together the public services that they need to help them overcome the barriers that are preventing them from obtaining work and progressing to reach their potential. “Focus on causes more than the effects. Plan based on the strengths and assets of citizens.” The number of residents claiming Employment Support Allowance (ESA) has remained stubbornly high throughout periods of both recession and growth but pilot programmes such as Troubled Families and Working Well have clearly shown that we can help people to address the sometimes complex issues that they face. We must significantly scale up these programmes to help more of our people, targeting in particular those neighbourhoods across GM in which problems of worklessness are concentrated. The rollout of Universal Credit across Greater Manchester provides us with an opportunity to better integrate education and training provision with employment support for those residents for whom low skills is a barrier to securing better paid and quality employment.

“We need to reduce poverty and the number of people living on the breadline.” It means encouraging businesses to pay the Living Wage and to provide working conditions that contribute to employee health and well-being. This will reduce the dependence on in-work tax credits, which at over £1.1billion is significantly larger than out of work tax credits and it will reduce the number of children that are growing up in poverty.

And we are investing in our places so that they are an attractive environment in which to live, work and invest.

This means ensuring that every part of the city region can play a strong role in supporting growth, through the creation of additional jobs, through the establishment of a housing offer to meet the needs and aspirations of a growing labour market, and with strong town centres that support local economies and capture the wealth that increased growth and productivity will create.
It means investing in our transport infrastructure - both new and existing - to support sustainable growth and create places where businesses are encouraged to set up and trade. Modern transport connections are critical to driving agglomeration economies and widening catchment areas so that companies have access to the supply chains and the human capital that they need to expand, diversify and compete on a global stage. We must take an integrated, whole-system approach to the management of the transport network across all modes – roads, trains, trams and buses - an approach that must also extend to the management of congestion. 38% of those responding to our online consultation told us that “the public transport system is unreliable, too expensive and lacked investment”. One in five respondents said that there was “too much traffic and congestion on the roads”. If we are to improve the quality of life of our residents we must put in place the transport connections and the resilient social infrastructure required to give better access to the opportunities that growth will bring, and to the redesigned public services we are working to provide. Re-regulation of buses provides an unprecedented opportunity to coordinate and plan the provision of bus services, including fares, routes, frequency and integration with other transport modes. It is a critical component of our strategy, essential to driving social mobility by ensuring that bus services connect GM people to jobs as well as to get to the education, training and other support many of our residents will need to access the jobs created. We must do more to encourage our residents to lead active lives, putting in place the infrastructure required to encourage more people to walk or cycle.

It means improving local air quality, with road transport in GM accounting for 65% of nitrogen oxide and 79% of particulate emissions. These two dangerous pollutants contribute to respiratory illness, as well as cardio-vascular problems and cancer, leading to around a thousand early deaths in Greater Manchester every year. Urgent action at both national and local levels is required. Locally we are committed to implementing the GM Low Emissions Strategy and Air Quality Action Plan to reduce levels of these harmful pollutants across GM and specifically in parts of GM where emission levels are in breach or are at risk of breaching EU legislation. “A cleaner city with less pollution, less noise and better air quality.”

It means boosting the pace of housing development and improving the quality, choice and affordability of the housing on offer so that our housing markets meet the housing requirements of existing and prospective residents. Through our consultation our residents told us that there is “not enough housing available” and that “better supported housing is needed for vulnerable people”. We must develop new models of investment to maintain a strong and continuing emphasis on directing new housing and employment development to brownfield land in urban locations, limiting the requirement for greenbelt development. We must re-examine the role of social housing, making sure that it is a resource that can be used to help meet real need and to support people to gain or regain their independence. We must invest in new homes, particularly for the vulnerable and elderly, which will in turn free up other social rented accommodation. But we need to provide more than houses is we are to build successful communities throughout Greater Manchester – those houses must be in clean, safe, resilient and cohesive neighbourhoods with access to excellent amenities including schools, green spaces, and a high quality cultural and leisure offer if we are to retain our residents and attract new people to live, work and invest in our city region. “Our communities must feel safe and secure.”

It means ensuring that we have a clear perspective of land requirements, supply and delivery so that we can take an informed and integrated approach to development across the city region. “Greater Manchester needs more homes across the full range
of prices and sizes but these need to be planned more intelligently than in the past so that they can take advantage of public transport infrastructure and services.” The GM Spatial Framework will support the delivery of our vision for Greater Manchester by evidencing the level and type of employment and housing growth we should be planning for, ensuring that we have the right type of land in the right places to meet the requirements that growth brings, and that Greater Manchester local authorities and wider partners are collectively focused on the delivery of sites that are attractive to investors, meet the requirements of developers and drive investment in priority areas for growth and regeneration.

It means delivering on our commitment to cut carbon emissions to 48 per cent of their 1990 levels by 2020. “Greater Manchester should become an energy efficient and green city, with many open spaces and energy efficient buildings.” We must develop new sources of renewable energy, reducing not only emissions but the energy bills of our people. We must drive economic growth whilst improving air quality and decreasing pollution. We must improve the energy efficiency of our buildings. We must increase the amount of waste we recycle – something that came out strongly through our consultation: “we need correct waste disposal by everyone”. We must protect from the effects of climate change that it is already too late to prevent, and recognise and address the stresses that urban areas face so that we become more resilient to the physical, social and economic challenges of the 21st century.

It means developing a clear vision of GM’s future as a digital city, and taking an open, innovative and ambitious approach to delivering that ambition, working with our businesses and residents to exploit the huge potential that the ‘Fourth Industrial Revolution’ offers, and also to protect against the challenges that it will bring. “We need a city for the 21st century, built on future technologies.” This new Industrial Revolution will affect every citizen, and every company, and we must ensure that all our residents and businesses are able to seize these opportunities that it brings right now, and not get left behind in what will be a very different world. That means supporting our businesses to make the transition that rapid digitalisation will require and ensuring that our workforce are equipped with the new range of skills required for future ways of working.

It means growing the amenities at the heart of our city region to enable us to compete with the best international cities in terms of the quality of life we can offer. We must improve the quality of our parks and green spaces, rivers and canals – a quarter of those responding to our consultation said that they wanted “cleaner areas and more green spaces, parks and leisure facilities”. We must continue to invest in our sport and leisure offer – building on our international reputation for sporting achievement to promote healthy active lifestyles amongst our residents. Our consultation told us that people really value “the variety of arts and culture, a sense of development, the commitment to internationalism and multiculturalism”. We must continue to invest in our cultural facilities, not only to attract new visitors from the UK and beyond, but for the benefit of Greater Manchester’s residents: we need a cultural offer that is attractive and accessible for all and we must develop and diversify the cultural workforce that delivers that offer. As well as building on our world class cultural facilities we must invest in our strengths in the local arts, culture and heritage sectors, establishing culture as a strategic driver for driving growth and improving the city region as a place to live.

Our approach – Assets, People, Place - allows us to take an integrated, place-based approach to driving growth and productivity and addressing social and economic inequalities to ensure that the economy works for everyone. But it requires an acceleration and deepening of the devolution process, and the remodelling of the
relationship between national and local government so that we are given the powers and resources we need to grow the local economy and to reform public services, based on our understanding, knowledge and experience of the unique strengths and assets of Greater Manchester, and of the specific challenges that must be addressed if we are to both maximise growth and to ensure that all residents are able to benefit from and contribute to that growth.

OUR PRIORITIES

Our priorities have been developed around the twin themes of ‘Strong People in GM’ and ‘GM: a Strong Place’. Our asset-based approach underpins each of these themes. We will drive growth and productivity by focusing on the things that Greater Manchester is good at, and has the potential to be even better at: we will invest in our key growth sectors and specialisms, highlight global market opportunities to promote those strengths, and we will build on the diverse assets and opportunities in each of our places to ensure that they become an attractive environment in which to live, work and invest. The people of Greater Manchester are our biggest asset and we will recognise and build on the strengths of our people, families and communities, providing high quality, integrated and effective public services to ensure that everyone can meet their potential. Our success will depend on everyone playing their part.

<table>
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<tr>
<th>Strong People in GM</th>
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We will:

• Develop a framework for the reform of public services throughout GM, within which local authorities can deliver integrated, effective and efficient public services that meet the needs of and improve outcomes for local people:
  o ensuring that all children in Greater Manchester get the best possible start in life by providing high quality, integrated services and protecting those who are most vulnerable so that our children arrive at school ready to learn and to make the most of the opportunities that life presents;
  o taking a whole-family approach to delivering integrated services built on evidence-based and effective interventions;
  o helping people with complex needs and multiple problems to get the right help at the right time so that they are empowered to get their lives back on track through work and training;
- Ensuring that older people receive the support they need to enjoy an excellent quality of life, and empower them to play an active role in the communities in which they live.

- Transform the way that health and social care services are delivered, radically improving the health and wellbeing of the Greater Manchester population by:
  - supporting GM local authorities in the development and delivery of Locality Plans that enable a greater focus on early help and intervention in their area, within the framework of the GM Strategic Plan: Taking Charge;
  - developing plans at a GM level to address some of the specific challenges that exist across all localities in GM, like mental health, cancer, high levels of unemployment and deprivation, where it makes sense to do the thinking once and agree how we can improve health care and support for people;
  - putting in place effective commissioning arrangements so we can be confident that our services deliver the best possible outcomes for our residents.

- Work with Government to implement a whole-system approach to the redesign of the education and skills system at a local level to deliver the skills our businesses and residents need:
  - reducing the number of people with no qualifications, providing them with access to the training that they need to develop their skills throughout their lives;
  - helping people to find work, stay in work, and progress through work, ensuring that our residents are able to contribute to the growth of Greater Manchester and share in the benefits that growth brings;
  - ensuring that our young people get the careers advice and guidance that they need to find a clear path to high quality employment, an apprenticeship or further training;
  - working closely with our employers to better connect the supply and demand sides of the skills system, ensuring that provision meets the current and future needs of key growth sectors, and that GM residents are able to take advantage of the opportunities available in these sectors;
  - improving educational attainment across the city region, with a particular focus on science, technology, engineering and maths;
  - encouraging employers to invest in their workforce and to view their employees as one of their greatest assets.
GM: A Strong Place

- Sustainable growth in all parts of our city region, driven by our globally distinctive assets and a diverse and highly productive business base
- World class infrastructure and connectivity to drive growth and connect all of our places, businesses and people to that growth
- A housing offer to meet the needs and aspirations of existing and future residents
- Thriving and resilient communities
- A digital powerhouse
- A vibrant, inclusive cultural, leisure and sporting offer and an outstanding natural environment
- Developing a market facing approach to creating the conditions for growth

We will:

- Ensure that all parts of Greater Manchester are able to find a strong and positive economic function to support future growth and to maximise their ability to share in its benefits;
- Continue to invest in the growing regional centre, our town centres and key strategic development sites as primary drivers of economic growth;
- Drive growth and productivity through a particular emphasis on high value sectors, built on the distinctive strengths and assets of Greater Manchester that are or have potential to be world-leading and globally distinctive;
- Identify global market opportunities to make the most of our sector strengths and specialisms, and science and innovation assets, and build our global brand;
- Support our businesses to invest, innovate and diversify, and to take advantage of the new opportunities that changes in the global economy may bring;
- Manage the supply of land for jobs and new homes through the development of the Greater Manchester Spatial Framework (GMSF), ensuring that we have the right land in the right places to deliver the homes and jobs we need, along with the new infrastructure required to achieve this;
- Protect the natural environment of Greater Manchester, improving air quality setting out through the GMSF how we will enhance and protect the quality of our green spaces, conserve wildlife and tackle low carbon and flood risk issues, so that we can accommodate growth sustainably;
- Develop a high quality, diverse and affordable housing offer that meets the needs of existing and new residents, accelerating the development of new housing through innovative new investment and delivery models, improving the quality and energy efficiency of existing homes and ensuring that social housing is used to meet real need and to help people to become more resilient and self-reliant;
- Work with our Northern partners to deliver the priorities set out in the Northern Transport Strategy, placing Greater Manchester at the heart of a first class national and international transport network;
- Implement an integrated, whole-system approach to the management of the GM transport network across all modes – road, train, tram, bus, cycling and walking - to provide the world class connections required to support long-term sustainable economic growth and access to opportunity for all;
- Ensure that neighbourhoods throughout the city region are clean, safe, resilient and cohesive, with access to excellent amenities;
• Continue to invest in a cultural, leisure and sporting offer that is accessible to all, to the benefit of GM residents and well as to attract new visitors from the UK and beyond;
• Improve the resource efficiency, carbon and environmental performance of the city region.

DELIVERING OUR STRATEGY

This strategy provides a high level framework for action based on a robust evidence base and public consultation. We need everyone with a stake in our city-region to play their part in delivering our vision – residents, businesses, the voluntary sector and civic leaders. More detailed plans, developed and led by city-region-wide partnerships, will set out the specific actions, interventions and investment required to deliver our strategic priorities and achieve our vision.

These plans include:

• the Greater Manchester Spatial Framework, which will allow us to take an informed, integrated approach to spatial planning across the city region, based on a clear understanding of the role of places and the connections between them;

• the Greater Manchester Investment Strategy, which supports the implementation of the GM Strategy through investment to create and safeguard jobs primarily through loans to support recycling to maximise the impact of investment over several funding cycles;

• Transport 2040, a new long-term transport strategy for Greater Manchester that will deliver world class connections that will support long-term sustainable economic growth and access to opportunities for all;

• the establishment of a second GM Transport Fund to underpin an integrated whole-system approach to the management of our transport network and the delivery of our transport priorities;

• the establishment of a new programme to support investment in the cultural offer of Greater Manchester, to support the promotion of Greater Manchester locally, nationally and internationally, to contribute to improving the skills and employability of GM residents and to support the development of strong and inclusive communities and improved quality of life and wellbeing for GM residents;

• the Climate Change and Low Emissions Implementation Plan, which sets out the steps we will take to energy-efficient, and investing in our natural environment to respond to climate change and to improve quality of life.

• Resilient Greater Manchester, which will set out what we need to do to become more resilient to the shocks – catastrophic events like storms, pandemics and floods – and stresses that weaken the capacity of a city to deal with the challenges it may face;

• the GM Internationalisation Strategy, setting out how we will elevate our international trade and investment performance, attract and retain the
international talent our economy needs, and make sure that GM maximises its international potential as a gateway to the North and supports the whole of the UK in achieving its post Brexit ambitions;

- the **Greater Manchester Work and Skills Strategy**, setting out our path to delivering a work and skills system that meets the needs of GM employers and residents;

- **Taking Charge**, setting out how GM will radically reform the way the health and social care services are provided to deliver the greatest and fastest improvements to health and wellbeing across Greater Manchester;

- Our plan for reforming the way that all **services for children** are delivered, with an initial focus on integrating preventative services for children and young people;

- the **Police and Crime Plan**, which sets out the policing priorities for Greater Manchester and how the GM force will deliver those priorities;

- the **Fire Integrated Risk Management Plan** which will set out the priorities to be delivered by the GM Fire and Rescue Service;

- the **Northern Powerhouse Strategy**, which identifies skills, science and innovation as the development of a collaborative approach to promoting the Northern Powerhouse to foreign investors as priorities for further work by Northern Cities and Government.

**RESOURCING OUR STRATEGY**

Our unrivalled history of partnership working across Greater Manchester, along with our clear track record of delivery and our robust governance and accountability arrangements, means that no where is better placed to drive sustained, inclusive growth – for our city region and for the UK as a whole.

A precondition of devolution is the ability to determine spending and policy priorities on the basis of shared and consistent principles, informed by a robust analysis of what's required to drive growth and reform public services at a local level. This discipline is well established in Greater Manchester, where we have long been prioritising on the basis of investment that offers real growth potential, whilst also ensuring social and environmental returns. In the face of huge pressures on local authority budgets as a result of central Government cuts, GM local authorities have maintained their commitment to collaboration at Greater Manchester level, recognising that only by working together will be able to generate the resources and influence we need to drive growth and reform across Greater Manchester.

We know that we are entering a new era for Greater Manchester and the Combined Authority. The introduction of an elected Mayor in May 2017 brings greater direct accountability to the people of Greater Manchester. It is important that our plans reflect the priorities and concerns of our people, so following the election of our new Mayor, and building on the public conversation that has informed this strategy, we will hold a further conversation with the people of Greater Manchester to give them the opportunity to shape our budget for the next three years.
**HOW WE WILL KNOW WE ARE SUCCEEDING**

To ensure that we are on track we will continue to report our progress against a range of high level performance indicators and a series of ambitious targets to help us, and our stakeholders, to determine whether the approach we are taking is delivering the results we need.6

The set of indicators that we will measure has been designed to track through from our vision for Greater Manchester to the specific outcomes we want to achieve for our people and places. Measuring our progress against each indicator, and across the outcomes framework as a whole, will help us to assess whether we are on track to deliver our vision for Greater Manchester and our objectives for residents in all parts of our city region.

The outcomes framework (set out at the end of this strategy) will not only provide transparency and accountability in terms of our progress, but will also inform the decisions we take regarding how we invest the resources available to us and the services we commission.

The framework will need to be developed further over time so that we can reflect the changes to our city region and we will work with our partners to develop the set of indicators that we measure so that we can track our performance as accurately as possible.

**CONCLUSION**

This strategy charts a course to achieving our vision for Greater Manchester. It is not just a strategy for the Greater Manchester Combined Authority and Local Enterprise Partnership. It has to be much more than that. The aim of this strategy is to bring together partnerships across Greater Manchester – and beyond – so that we collectively we are able to deliver our shared priorities. We need everyone - civic leaders, businesses, the voluntary sector and residents - to get behind this strategy and work together to help us achieve our ambitions.

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Greater Manchester Strategy vision and objectives

**Strong People**
- Strong people throughout their life course: Start Well, Live Well, Age Well
- No one held back: no one left behind
- Excellent integration of public services provided at the right time to enable people to become resilient and confident
- Preventative rather than reactive services to achieve improved outcomes, greater efficiencies and reductions in demand for services
- People equipped with the skills to succeed and progress
- Strong, safe, empowered communities, able to draw on local strengths and assets to connect to the opportunities that the growth of the city region brings.

**A Strong Place**
- Sustainable growth, driven by our globally distinctive assets and a diverse and highly productive business base
- World class infrastructure and connectivity to drive growth and connect our people and businesses to that growth
- A housing offer to meet the needs and aspirations of existing and future residents
- Thriving and resilient communities
- A digital powerhouse
- A vibrant, inclusive cultural, leisure and sporting offer and an outstanding natural environment
- Developing a market facing approach to creating the conditions for growth

**By 2040**
Greater Manchester will be one of the world’s leading city regions, reaping the benefits of sustainable and inclusive growth across a thriving Northern economy. It will be ever more self-reliant, connected, dynamic, inclusive, digitally driven, productive, innovative and creative. A destination of choice to live, work, invest and visit, GM will be known for the high levels of happiness and quality of life our people enjoy. No one will be held back, and no one will be left behind: all will be able to contribute to and benefit fully from the continued success of Greater Manchester.

... supported by these core activities and associated objectives

- GM Investment Strategy
- Greater Manchester Spatial Framework
- Taking Charge
- Reforming services for children
- The Northern Powerhouse Strategy
- GM Work & Skills Strategy
- A new programme to support investment in the cultural offer of Greater Manchester
- Voluntary & community activity
- Police & Crime Plan
- Climate Change and Low Emissions Implementation Plan
- Transport 2040
- Resilient Greater Manchester
- GMFRS Integrated Risk Management Plan
- GM Connect
- GM Internationalisation Strategy

... leading to these shared outcomes

- Increased number of GM residents gaining sustained, ‘good’ employment / supported to remain in employment
- Reduced number of GM residents claiming out-of-work benefits
- Improved skill levels, including a higher proportion of the population educated to degree level
- A higher proportion of GM children who are school ready at five years old
- Reduction in the number of GM children in need of safeguarding
- Reduced crime, reoffending and anti-social behaviour, and increased support for victims of crime and domestic abuse
- Improved outcomes for people with mental health needs
- Reduced obesity, smoking, alcohol and drug misuse
- More people supported to stay well and live at home for as long as possible
- Increased business start-ups and inward investment, and improved business performance
- Improved transport networks and more sustainable GM neighbourhoods
- New homes, including appropriate and affordable options for different groups
- Increased GM resident well-being
- Reduced carbon emissions and air pollution, and more sustainable consumption and production
- Reduced spend on reactive service provision
- Increased local and international awareness of, pride in, and engagement with, GM culture

... impacting on wider conditions (GMS indicators)

- Increase total employment to 4.3% of the UK total (an additional 199,700 jobs created)
- GVA grows faster than UK, and halves the growth differential against Greater London (an additional £38.1bn in 2012 constant prices)
- Increase the employment rate by 4.2% narrowing the gap with the UK average to 1.1 percentage point
- Increase business start up rates to overtake the national average by >30% over next 20 years
- Close the gap between the GM and UK median salary (c. 0.4% p.a. above the UK growth rate)
- Increase the number of children achieving a good level of development (EYFS Profile assessment) to meet the national average by 2020, with sustained performance to 2040
- Close the crime-rate gap with the average of the most similar metropolitan forces from the current base of 2% above average
- Improve health life expectancy at birth to the national average by 2040
- Increase the proportion of peak hour journeys made by public transport, walking and cycling to 40%
- Build 12,900 net new homes a year, tripling the existing levels of development
- Increase the rate of reduction in carbon emissions so that CO2 is 59% lower than 1990 levels by 2035, and 80% lower by 2050
- Increase the proportion of residents reporting that they have high or very high life satisfaction to above the national average