

GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

DATE: Tuesday, 8 September 2020
TIME: 4.45 - 5.30pm
PLACE: Virtual Meetings via Microsoft Teams

AGENDA

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Strategy	
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6. LEP Board Membership Refresh (Verbal Update) Simon Nokes	
Performance	
7. Diversity and Inclusion/Social Value Framework Vanda Murray	77 - 88
8. Supporting the GM Economy through Covid (Report to Follow) Mark Hughes	

Agenda Contact Officer:

Lee Teasdale

Governance and Scrutiny

Greater Manchester Combined Authority

lee.teasdale@greatermanchester-ca.gov.uk



DECLARATIONS OF INTEREST

8 September 2020

(To be completed as necessary by all board members and advisors)

Name:

Minute Ref / Item No	Nature of Interest

COMPLETE THIS FORM IF YOU HAVE AN INTEREST IN ANY PARTICULAR ITEM ON THIS AGENDA (SEE GUIDANCE OVERLEAF).

ANY COMPLETED FORMS SHOULD THEN BE HANDED IN TO ALLAN SPARROW AT THE START OF THE MEETING

GUIDANCE ON DECLARATION OF INTERESTS (AS PER DRAFT TERMS OF REFERENCE)

1. Subject to point 3) below, members (and advisors) must declare any interests (on the form provided), either at the **start of the meeting or as soon as any potential interest in an agenda item becomes apparent** during the course of the meeting.
2. Members must declare an their interest when the business being discussed specifically relates to
 - Their business
 - Any body of which they are a member
 - Any person or body who:-
 - Employs them
 - Makes payments to them
 - Has a contractual relationship with them
 - Any land or property in which they have an interest

This also applies to any close member of their family or person with whom they have a close relationship.

3. For the purposes of the above:
 - An interest of which a member has no knowledge and of which it is unreasonable to expect him or her to have knowledge shall not be treated as an interest of his or hers.
 - In relation to a non-pecuniary interest, a general notice given to the LEP that a member is to be regarded as having an interest, of the nature and the extent specified in the notice, in any transaction or arrangement in which a specified person or class of persons is interested shall be deemed to be a disclosure that the member has an interest in and such transaction of the nature and extent so specified.
4. Members (and advisors) with a declared interest in an item of business would usually be required to leave the room. **BUT** the board may want such an individual to contribute their knowledge and experience to the discussion despite the interest so declared. If this is the case the affected member can remain in the room - functioning as a resource that can be drawn upon to assist the board in their deliberations. The affected member should then withdraw when the decision on the matter is being taken and must withdraw at the decision-making stage if the member has a pecuniary interest unless otherwise determined by the Chair of the meeting. In the absence of the Chair or where an item of business relates to the Chair or an interest of the Chair, the meeting shall be chaired by a nominated Vice Chair if there is any or by a member selected by the meeting for that purpose.

MINUTES OF MEETINGS OF THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD

The Greater Manchester Local Enterprise Partnership Board last held a public meeting in January 2020 – please see full minutes below – with future meetings planned for March, May and July 2020.

However, due to the Covid crisis the Board was unable to meet in public and held monthly meetings to ensure they remained informed of the latest developments and could help drive the recovery of the city region.

The Board met in March, April, May, June, July and August. The main themes of their discussions included:

- The challenges and opportunities presented by the Covid crisis and the LEP's role in supporting GM's economic recovery
- Regular updates from the Cities and Local Growth Unit on Government initiatives to tackle the crisis, with the Board providing business feedback to Government, particularly on Small Business Loans, the Coronavirus Business Interruption Loan Scheme (CBILS) and Town Boards
- Updates from the Growth Company and partners on business support activity and the role of GC Finance in providing loan funding
- Supporting GMCA and partners in developing potential models for the economic recovery and shaping interventions accordingly
- Launching the Build Back Better campaign with the GM Mayor to understand the views of local businesses on how the GM economic could be reshaped as it comes into recovery. The feedback received will be critical in understanding how GM can take this opportunity to work together to build a better future and help shape a more sustainable, robust and equitable economic model.
- The LEP's role in supporting diversity and inclusion

During these meetings a small number of emergency decisions were taken using the written procedure protocol as set out in the Terms of Reference. The Board agreed:

- **March:** The allocation of the £500K 2020/21 LEP Capacity Funding with £286k providing for core LEP activity and the remaining £214k allocated to delivery of the Greater Manchester Local Industrial Strategy (LIS)
- **May:** The allocation of £3m Local Growth Fund to a GM CBILS scheme administered by the Growth Company to provide a package of urgently needed financial support for Greater Manchester businesses battling the impact of coronavirus.
- **June:** That the Growth Company be allowed to utilise the existing £3m Local Growth Fund allocation to support new Co-Angel investments in order that the start up community continues to be supported.
- **July:** The scope, work-plan, membership and allocation of resources for the Innovation Partnership for Healthy Ageing

- **July:** That between £150K and £200K of LEP funding already ring-fenced for LIS activity be allocated to Marketing Manchester to support their LIS related activity. The decision on the final amount of funding and detailed work plan was delegated to LEP Co-chair and communications Lead Lou Cordwell
- **July:** That new projects be brought onto the LGF portfolio (including walking and cycling, Metrolink improvements, digital skills and housing/business loan funds) and amending the funding structure of the current LGF projects in order to fully commit and spend LGF funding by March 21.
- **August:** That Penna be appointed to support the recruitment to the current Board vacancies in line with the LEP's diversity and representation principles
- **August:** That the Skills Capital Round 3 allocations to Bury College and Hopwood Hall College be approved
- **August:** That The Growth Company be authorised to utilise £100k of the £3m Local Growth Fund previously allocated to support new Co-Angel investments to create capacity to focus on identifying, engaging and managing innovation partners, ensuring the most diverse geographies and individuals have a clear pathway to this new fund.

MINUTES OF A MEETING OF THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD HELD AT 16:30 ON TUESDAY 21 JANUARY 2020 AT CHURCHGATE HOUSE, OXFORD ROAD, MANCHESTER

Board Members:

Mike Blackburn (In the Chair)

Lou Cordwell, Lorna Fitzsimons, Fiona Gibson, Amanda Halford, Mo Isap, Sir Richard Leese, Nancy Rothwell, Richard Topliss & Cllr Elise Wilson

Advisors:

Mark Hughes (The Growth Company), Simon Nokes (GMCA), David Rogerson (GMCA), Lee Teasdale (GMCA), and John Wrathmell (GMCA).

In Attendance:

Helen Boyle (Electricity North West), Steve Cox (Electricity North West), Gemma Marsh (GMCA), Lisa O'Loughlin (GM Colleges Group) and Mike Taylor (Electricity North West)

GM LEP/20/01 WELCOME, APOLOGIES AND INTRODUCTIONS

Apologies were received from David Birch, Andy Burnham and Juergen Maier.

GM LEP/20/02 DECLARATIONS OF INTEREST

No declarations were received.

GM LEP/20/03 MINUTES OF THE MEETING OF THE BOARD HELD ON 11 NOVEMBER 2019

The Board considered the minutes of the previous meeting, held on 11 November 2019.

It was agreed that the updated LEP Communications Plan be circulated to the Board.

RESOLVED:

That the minutes of the meeting held on 11 November 2019 be approved

STRATEGY

An update on the Work and Skills Strategy was provided by Gemma Marsh and Mo Isap.

Board Members were advised that five key goals had been set to help focus work on addressing the challenges faced in GM:

- **Quality** – Quality as only judged by Ofsted did not give a true picture of the challenges faced by GMs educators
- **Clear Line of Sight** – Ensuring all people have an incentive to reach their full potential by providing a clear line of sight to opportunities across the region
- **Core Skills & Talent** – Growing a culture whereby residents had the ability to expand and build their talents
- **Supporting People into Work & to Progress** – Supporting people to aspire to whatever they wanted to be with a comprehensive education and skills training offer
- **Increasing Technical Skills** – generating more relevantly skilled individuals to help build on globally competitive strengths and drivers of growth

There were many success stories that could already be celebrated in the GM region. For example, 'Bridge GM' provided an infrastructure for connecting business leaders with local schools. This had proved to be a highly successful approach, with 196 of GM's 234 secondary schools now having a business leader connected. Their role was to go into the schools and provide pupils with insights into the world of work, with a particular emphasis of highlighting aspirational opportunities within GM. To date this had resulted in 475,300 meaningful encounters with over 2,300 businesses, and helped the GM region to be a national leader on careers engagement.

The GMACS website and portal had been developed to put all apprenticeship opportunities in GM front and centre for young people through their careers support. The official launch of the GMACS website and app was due to take place on Tuesday 4th February, with an event led by the GM Mayor. This would build upon all the positive work being done under Bridge GM, and would allow young people from the first year of secondary school all the way up to 18/19 years old to explore the opportunities within GM.

Looking forward there was a lot that GM could work together to progress as soon as possible, as well as working with Government to deliver our ambitions.

Work was taking place in collaboration with KPMG to develop an interactive policy tool that used the Local Industrial Strategy sectors to establish a better understanding of the job market going forward. It will explore how GM could look in ten years if it continues down the current path to help in further develop a high quality local offer. What for example were the jobs that currently could not be filled, and what would be the jobs of the future (such as 'green jobs').

Comments and Questions

Board Members welcomed this positive news and noted that the take up of apprenticeships could be better. The level of joined up working compared to that seen previously was particularly welcomed.

Lorna Fitzsimons stated that the work taking place was very positive and added that GM did not have control of all of the possible levers it could use. It was asked that Gemma Marsh and her team engage with Lorna to discuss this further.

RESOLVED:/

1. That the update on the Work and Skills Strategy be received.
2. That the Strategy and Policy Team be advised to engage with Lorna Fitzsimons for further discussion.

GM LEP/20/05 PRESENTATION FROM FE COLLEGES

The Chair of the GM Colleges Group Lisa O'Loughlin provided the Board with a presentation on GM Colleges offer to Greater Manchester.

The group had reformed in 2016 following the Area Based Reviews with the intention of finding ways to work together and support the work and skills strategy for GM.

Since then the nine colleges had all been on a positive journey. All were now rated as Ofsted good, providing valuable educational support to all varieties of learners and delivering achievement rates that were within the top 10% nationally.

The colleges group also played a key role in social reform work – supporting the development of over 3,000 high-risk young people every year, and over 1,000 Looked After Children and care leavers each year to achieve qualifications.

Going forward, eight of the nine colleges would be delivering T Levels by 2020/21, including 40-day placements. Considerable work had taken place on a work placement capacity-building pilot, and 25% of the nationally available placements would be provided within GM alone.

GM Colleges Group is developing a new vision for technical education by the year 2030. A place-based skills specialisation pilot would be developed to support the delivery of effective local and city region economic and industrial growth strategies, underpinned by co-created protections and incentives. It would allow the colleges to become experts in particular fields, removing competition and encouraging further joined-up positive collaboration. It was intended that a more developed proposal for this would be in place by March 2020.

Comments and Questions

Board Members asked how geographic access could assured across GM for particular courses.

It was advised that for some areas of specialisation it may be necessary to have two areas of provision to ensure accessibility – studies would take place to look at specific geographic areas where particular skills may be in more demand. Where deemed necessary, teachers would be shared across locations. Collaboration between colleges would also ensure a better distribution of suitably qualified teachers.

The Chair noted the points raised and advised that the GM College Group link up with Mo Isap as the Board's Lead on Education and Future Skills to take the plans forward.

RESOLVED:/

1. That the presentation highlighting the GM College Groups offer to Greater Manchester be received.
2. That GM Colleges Group be advised to engage with Mo Isap as the Board's Education and Future Skills Lead to further develop the proposed collaboration programme.

GM LEP/20/06 GMS OUTCOME AND INDICATORS UPDATE

Simon Nokes presentation a report to the Board that summarised outcome and supporting indicators RAG rated red within the latest six monthly update of the Greater Manchester Strategy (GMS) Implementation Plan and Performance Dashboard.

The Chair asked that the LIS action leaders pick up where they needed to.

RESOLVED:/

1. That the summary of red RAG rated outcome and supporting indicators within the GMS Implementation Plan and Performance Dashboard be noted.
2. That LIS action leaders be asked to pick up where appropriate.

GM LEP/20/07 SOCIAL ENTERPRISE ACTION GROUP

Sir Richard Leese presented a report providing the Board Members with information about the establishment of a Greater Manchester Social Enterprise Advisory Group, including its Terms of Reference and the recruitment process proposed to populate the Group.

The Advisory Group would lay the foundations for the development of a more unified approach to the social enterprise sector, bringing together a broad range of institutions underpinned by a clear definition of social enterprise.

Board Members were advised that an update on the selection made by the recruitment panel for the membership of the Advisory Group would be circulated following the meeting.

Comments and Questions

The Board discussed whether the LEP Board would benefit from new Board members with a social enterprise or cultural specialism as vacancies became available.

RESOLVED:/

1. That the establishment of the Greater Manchester Social Enterprise Advisory Group be noted by the Board.
2. That Board Members be asked to consider the selection made by the recruitment panel for membership of the Advisory Group, due to be circulated after the meeting, to provide comments and endorsement of the recommendations.

PERFORMANCE AND DELIVERY

GM LEP/20/08 ENERGY NORTHWEST PRESENTATION

Electricity North West representatives made a presentation to the Board explaining its role in helping GM to meet its 2038 carbon neutrality target.

Scotland was highlighted as an example of the ability to achieve carbon neutrality in electricity demand and generation. 66% of Scotland's electricity demand was now met by Photovoltaics (PV) and onshore wind. It was considered that a comparable level of demand could also be met in GM but this would require considerable effort and focus.

It was expected that under all scenarios, future energy demand would double – a driving factor in this would be the mass growth and adoption of electric vehicles (EV). Significant studies were underway to understand the nature of EV charging behaviours.

For GM to successfully decarbonise, 40 GM businesses a day would need to decarbonise between now and 2038, and solar panels across the region would be required to reach a 40% target.

Leadership would be required to provide the vision and policy framework to enable and encourage businesses to adopt energy efficiency measures and low carbon technologies and drive behavioural change.

Comments and Questions

Nancy Rothwell advised that a successful Foresight Group discussion had recently taken on the challenges and opportunities of clean growth.

Members asked about the key policy elements that had helped to make a difference in Scotland. It was advised that a study was being undertaken to help inform approach to policy making. In Scotland they had looked particularly closely at planning processes and how restrictions could be removed to move quicker on decarbonisation.

The Chair advised that Chris Oglesby in his role as the Clean Growth lead should be contacted for collaboration.

RESOLVED:/

1. That the presentation on decarbonisation by Electricity North West be received.
2. That Electricity North West engage with Chris Oglesby to develop the clean growth approach

GM LEP/20/09 SIX MONTH GROWTH COMPANY PERFORMANCE

Mark Hughes presented a high-level summary of the Growth Company's performance over the latest six-month reporting period. The report highlighted both positives and negatives for full disclosure to the Board.

Comments and Questions

The Chair noted that there had been a very positive response nationally to the work the Growth Company had been undertaking following the collapse of Thomas Cook.

Future funding was discussed and the need to establish as soon as possible the opportunities that could arise from Brexit and the new Government. The Board agreed that GM has gathered substantial evidence on business support from successfully supporting companies. This could inform conversations with Government on future devolution and flexibility to the Green Book approach allowing local programmes to better support local enterprise.

The importance of appropriate management and leadership was highlighted including links to the Alison Rose Review.

RESOLVED:/

1. That the Growth Company 6 month performance report 2019/20 be noted.

GOVERNANCE

GM LEP/20/10 LOCAL GROWTH ASSURANCE FRAMEWORK UPDATE

Simon Nokes advised the panel that further guidance from the Department for Transport had been incorporated into an updated Assurance Framework for approval by the Board.

RESOLVED:/

1. That the report be noted.
2. That the updated GM Local Growth Assurance Framework be approved by the Board.

GM LEP/20/11 FEEDBACK FROM OTHER BOARDS

The Chair asked that members undertake a refresh of their Register of Interest.

GM LEP/20/12 FUTURE MEETINGS

The next meeting would be held on 17th March 2020.

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GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

Date: 8th September 2020

Subject: Greater Manchester Living with Covid Resilience Plan

Report of: Andy Burnham, Mayor of Greater Manchester, and Simon Nokes,
Executive Director, GMCA

PURPOSE OF REPORT:

To provide the LEP with the final draft of the Living with Covid Resilience Plan for comment and endorsement. The Plan will be considered by the GMCA on 2nd September but is a 'live' document that will adapt and evolve over the coming year, responding to the changing nature of the pandemic. The LEP is also asked to note the mechanisms that the GMCA is proposing to put in place to drive system wide change within the development and delivery of policies and activities to tackle inequalities highlighted and exacerbated by Covid. The successful implementation of this plan will build resilience for further outbreaks and enable mechanisms for Greater Manchester to build back better.

RECOMMENDATIONS:

LEP members are asked to:

1. Comment on, and endorse, the Living with Covid Plan, and support its implementation as a system wide driver for change and improvement.
2. Note the mechanisms that the GMCA is proposing to put in place to drive system wide change within the development and delivery of policies and activities to tackle inequalities highlighted and exacerbated by Covid, and consider whether, and how, any of these could help shape the LEPs work on driving inclusive, sustainable growth.

CONTACT OFFICERS:

Simon Nokes, Executive Director, GMCA simon.nokes@greatermanchester-ca.gov.uk

Amy Foots, Strategy, GMCA amy.foots@greatermanchester-ca.gov.uk

1. INTRODUCTION AND BACKGROUND

1.1 The Greater Manchester Living with Covid Resilience Plan is a one year delivery document, which considers the impacts arising from Covid and captures the actions to be taken in the short term to build resilience and begin to respond to those impacts. The Plan recognises the significant and disproportionately impacts arising from Covid on Greater Manchester residents, businesses and places, but also seeks to acknowledge the positive gains and innovations which supported Greater Manchester's response to the pandemic.

1.2 The Living with Covid Plan provides a bridge between the existing Greater Manchester Strategy and the refresh now due to take place next year. The one year plan is not intended to be the long term strategy for Greater Manchester, it is a delivery plan to support Greater Manchester's people, places and businesses over the next year, building resilience for further outbreaks of the virus or other emergencies and supporting Greater Manchester to rebuild and develop our economy and society. The Plan focuses on the major issues that GM as a whole needs to respond to in order to build resilience for the ongoing pandemic and in the event of future emergencies and to respond to inequalities revealed or exacerbated by Covid.

1.3 As stated above the Living with Covid Plan is not intended to be the long term plan for Greater Manchester. When finalised this plan will sit alongside a wider package of proposals which will include: the Greater Manchester submission to the Comprehensive Spending Review and Devolution & Local Recovery White Paper, as our mechanism to secure further powers and resources from Government to drive the longer term recovery of the city-region; an economic proposition on the economic renewal and growth case to be made to Government; GMSF and Clean Air consultations; and, place based investment activity including Brownfield Land Fund and Transforming Cities Fund. This comprehensive package together will set out again Greater Manchester's bold plans, demonstrating our ability to live with, and learn from Covid, and Greater Manchester's clear and focused direction and plans for the future.

1.4 The final draft of the plan is attached for comment and endorsement. The Plan is structured in three parts:

- An opening contextual narrative;
- An articulation of the impacts observed (both positive and negative), with a package of GM deliverables responding to those impacts; and,
- A table of actions to be delivered

1.5 It is important to recognise that the GM deliverables identified in the plan will require system wide action, rather than action by one partner alone. The table of actions therefore identifies a lead partner to coordinate that action, key actions by

that partner and examples of supporting actions by the wider system which will drive the attainment of the GM deliverables. These tables do not seek to capture all the actions that GM will be taking but give a flavour of actions from across the system. In the main it also focuses on actions within current resource constraints rather than committing to actions which might have a significant financial consequence.

1.6 In developing the plan, how GM responds to the inequalities that Covid has laid bare has been a recurrent theme. Obviously many of the actions identified will help to address inequalities but there is a concern that these alone will not be enough. The GMCA has therefore proposed a series of mechanisms set out below (over and above the individual actions) that could support the system and behaviour changes which will be required if GM is to genuinely tackle inequalities and not simply build back our previous approaches but provides the framework to enable building back better.

1.7 It is proposed all GMCA reports include recommendations that assess and identify the impact of the proposal on inequalities, environmental and financial issues in relation to the topic. This would be supported by a commitment to collect, analyse and report on data, including community intelligence, to understand that impact.

1.8 Building on the above, the GMCA has proposed mechanisms to utilise the established and developing partnership governance for the Age-friendly and Equalities Portfolio to support system wide responses. This would include actions to address equalities issues identified and unresolved through the above assessment process.

1.9 The GMCA will also consider the adoption of minimum targets or standards for each locality or neighbourhood would support the effective targeting of resources across all GMCA activity. This would ensure that there is an ongoing recognition that address inequalities in all communities is fundamental to the whole of Greater Manchester being able to achieve its collective ambitions.

2. LIVING WITH COVID PLAN IMPLEMENTATION GOVERNANCE

2.1 The development of the Living with Covid Resilience Plan has been overseen by the multiagency Recovery Coordination Group (RCG). This group will not continue to regularly meet in its current form, but will continue to meet quarterly to maintain oversight of the Plan's implementation. The RCG's oversight will seek to ensure progress is being made against the GM deliverables, and that system wide developments and innovations continue to shape and inform our ongoing response to the Covid pandemic. It will also ensure that actions are being delivered in the spirit in which they have been developed, providing a platform for Greater Manchester to build back better.

2.2 In addition to the ongoing role for the Recovery Coordination Group, the Age-friendly GM and Equalities Portfolio will have responsibility for the oversight and

implementation of the proposed mechanisms to drive effective responses to evidenced inequalities.

2.3 As per existing arrangements, monitoring of the Greater Manchester Strategy performance metrics will continue to be provided to the GMCA, the LEP and VCSE Leadership Group for comment and endorsement.

3. **RECOMMENDATIONS:**

3.1 LEP members are asked to:

1. Comment on, and endorse, the Living with Covid Plan, and support its implementation as a system wide driver for change and improvement.
2. Note the mechanisms that the GMCA is proposing to put in place to drive system wide change within the development and delivery of policies and activities to tackle inequalities highlighted and exacerbated by Covid, and consider whether, and how, any of these could help shape the LEPs work on driving inclusive, sustainable growth

Greater Manchester Living with Covid Resilience Plan

Context:

The Living with Covid Resilience Plan frames Greater Manchester's response to the pandemic, capturing actions to be delivered in the next year, which will support our ability to respond to the ongoing pandemic and will build resilience in our city-region for both now and in the future. In responding to, and living with coronavirus, the position of Greater Manchester, like the rest of the UK and even the world, is highly changeable. This plan therefore seeks to be dynamic and provide a framework to our collective responses as we continue to adapt and flex to meet the changeable needs in terms of responses.

At the time of writing, Greater Manchester is in a partial lockdown, no vaccine has been developed, and therefore for the next year or maybe longer, we will be living with Covid. This plan tries to learn the ongoing lessons from the coronavirus pandemic, building resilience to our ongoing response and seeking to lay the foundations to enable the city-region to build back better.

As the situation continually changes, ongoing evidence based decision making and strong leadership will be paramount. Led by the epidemiology, and balancing the health, economic and societal needs, Greater Manchester will continue to face those challenging decisions head on. Recognising that tough choices and trade-offs may be required.

This plan does not seek to capture everything that will be delivered in the next year. Our existing strategies, long term plans and aspirations still stand, and across the Greater Manchester system, our localities, policy areas, sectors and agencies reframing, recovery and re-start activity following the lockdown are now underway. This plan is complementary to that activity and seeks to draw together interventions which are required to build resilience while living with Covid and where the whole system has a role to play in their delivery. This plan also has a key role to play in driving system change, and provides a bridge between the existing Greater Manchester Strategy and the refresh of that document now planned for next year.

The plan takes account of Greater Manchester's overarching principles which were determined early on in our response to the pandemic, and continue to shape and guide the development of our Living with Covid Resilience Plan:

- Inequalities / poverty
- Safe GM / Standards
- Co-design, civil society and social infrastructure
- Building a confident city-region
- Resilient city-region
- Recovery in the context of GMS (opportunities to achieve our aims faster; risks to achieving our aims)
- Behaviour change

Living with Covid:

Greater Manchester is a place which believes everyone should reach their potential. A place where we all pull together: collaborating, contributing and working together to help everyone thrive.

In the Greater Manchester Strategy we set out our collective ambitions. We would: deliver a good start in life for everyone; good opportunities for our young people to equip them for life; good work

and the best jobs in a valuable, productive, zero carbon economy; safe, secure housing in inclusive and diverse communities; a good cultural and leisure offer for everyone; a green city-region; good health and support for people to live fulfilling lives, with quality care for those who need it; to be a good place to grow older and to be a place where everyone is connected – socially, digitally and by a clean, integrated and accessible transport system.

Since agreeing our collective ambitions, we have made huge progress; helping people take charge of their own lives, achieve their potential and have a sense of hope and optimism for the future of their city-region remains our priority.

But Covid has required us to re-consider our agreed values, our long term strategy and the ambitions and priorities in it. As part of our recovery and rebuilding planning we have considered how Covid may have disrupted our strategy and review our priorities in light of the impacts evidenced by the pandemic.

It has affected every person and every business in every part of our city-region. To some it has been inconvenient, to some challenging, and to many, devastating. The impact has been unequal and unfair, starkly highlighting and deepening the inequalities we know have existed for many years and which we were beginning to change. There is now a substantive body of evidence proving that more deprived areas are experiencing higher mortality rates from Covid than more affluent areas. The impacts are ongoing. Many more people in Greater Manchester are now experiencing unemployment, businesses have closed or reduced staff numbers, with far more redundancies and business closures anticipated.

The impacts of Covid have been experienced differently across our city-region. Individual localities, towns and the regional centre have all seen varied challenges and opportunities presented by the outbreak. One of the strengths of Greater Manchester's response to the pandemic was the ability of the system as a whole to respond to that variation and locality led need. As evidenced by our effective partnership responses, Greater Manchester is now putting in place partnership governance to drive, lead and coordinate equalities activity across the city-region to accelerate the speed of our responses, and increase the impact of our activities to respond to evidenced inequalities.

The pandemic has also shown the strengths, positives and agility in Greater Manchester's coordination of activities and ability to respond. It has also highlighted the importance of the values, principles and ways of working that are core to the Greater Manchester approach. It has demonstrated the effectiveness of our partnerships, networks and relationships to quickly put in place responses and systems to support our people and places as the pandemic hit. The Greater Manchester way of working has been tested and our partnership working proven effective and strengthened through the outbreak, a positive reinforcement and opportunity as Greater Manchester recovers from the first wave and responds to ongoing outbreaks, and builds our resilience for the future.

A fundamental element, and key enabler of Greater Manchester's ability to respond to, and to live with Covid, is to provide a highly effective, timely, test and trace service. The service draws on multiagency coordination and relies on effective local collaboration, along with data, intelligence and information provided by Government. An effective test and trace system will be the single greatest tool available to Greater Manchester, allowing our economy and society to restart in the safest possible way, enabling the conditions for the successful implementation of the deliverables and actions in this plan, and providing the most effective mechanism to respond quickly and efficiently to future outbreaks.

As we seek to rebuild our economy, there is an unprecedented opportunity to do so in a way which does not forfeit the observed environmental improvements by building back better to tackle our climate emergency, and builds a fairer society. It is our aspiration to develop and rebuild with a more inclusive economy, where everyone can contribute and benefit. Through more effective targeting and prioritising of resources, Greater Manchester has the opportunity to reshape our future with greater inclusivity of growth and prosperity, with no-one left behind.

The virus outbreak has also forced innovation and significant shifts in the ways services are designed, delivered and accessed. The rapid switch to online has tested our digital infrastructure but has also provided some of the fastest adoption of digital technologies and adaptations and innovations ever seen. Novel operating models developed as part of Greater Manchester's response to the outbreak need to be embedded and developed as our city-region continues on this digital progression. Alongside innovation however, we must also ensure accessibility, and support our residents and businesses to overcome digital exclusion to ensure everyone has equality of access to services and support and people are not disadvantaged by the rapid digital switch.

Covid forced change upon us; some of which we had been trying to implement for some time, and highlighted the deep connections which our communities and those working with them have built. These must not be lost, and must be built on with our communities and citizens at the centre. Greater Manchester as a Marmot city-region, must grasp the opportunities to achieve greater equity for all in the key social determinants of health. If we do not embed and secure these improvements now, collectively we may have missed the single greatest opportunity to change how we respond to issues and providing a platform to a fairer, more resilient city-region.

We're confident our values still stand, but we must rethink and reprioritise some of our ambitions to focus on those people and places which, without our collective focus, will not achieve their potential. Covid has exacerbated inequalities in our society, and we need to now ensure our responses to the pandemic and our future rebuilding and growth strategies are fairer, healthier, greener, and more equitable, with inclusivity at their heart.

This one year plan aims to strengthen our resilience whilst also living with the crisis. This is to ensure that we are in a good state of preparedness for further outbreaks of the virus and other emergencies, but that we also respond to those stresses which weaken our society, economy and environment. Building that resilience is dependent upon recognising, and addressing, chronic stresses such as poverty, polluted environments and social inequality and unequal access to opportunities, that weaken the fabric of society and can undermine attempts to respond to crises and to create a stronger future in their aftermath. The agility and responsiveness seen across the Greater Manchester system as part of the initial response to the pandemic must be retained and developed enabling Greater Manchester to live with Covid, with rapid understanding of needs as they change or arise, and responding quickly to support our people and businesses, as far as possible minimising the long term affects.

If Greater Manchester is to truly build back better and fairer, we need to develop our long term inclusive growth models, we need to change how we drive growth and we need to find ways of putting social and natural infrastructure on the same footing as hard economics and traditional physical infrastructure. One of the really positive takeaways from the Greater Manchester response

to the pandemic has been understanding the need and value of locally driven, community based support, interventions and responses. This plan sets the foundations to shore up the existing community infrastructure as part of the city-region's ongoing support and preparedness for further outbreaks, and provides the opportunity to bring forward a mature, system wide conversation about how inclusivity can be the driver of our future strategies, seeking to reduce inequalities in all forms, and providing equality of opportunity for all of Greater Manchester's people and places.

This recovery and resilience plan focuses on our activity for the next year around three areas:

- **where the impact of Covid has been significant and even devastating;**
- **where the impact has caused challenge, and;**
- **where the impact has driven innovation and accelerated new approaches.**

The activity captured in the plan takes account of the unequal impacts on different people and communities, and the actions being taken to start to fix the problem or maintain the improvement.

The development and the delivery of this plan also provides Greater Manchester with an opportunity and a platform from which to innovate. Greater Manchester now needs to drive that innovation, finding new models, with more diverse representation across the board, enabling fairer and more equitable distribution of health, wealth and opportunities for our people, but also across our agencies and infrastructure. We need to lead and drive culture, system and behaviour change. These are not things which can be changed overnight, but now is the time to begin to challenge the status quo, to learn from our recent experience and to truly build back a better, greener and fairer Greater Manchester.

As part of our recovery and building our future resilience, Greater Manchester must also look outwards. The significance of our place in the region and nationally, international relationships, partnerships and positioning globally will form a key part to the future success of Greater Manchester and the UK more generally. International collaborations, learning and sharing must continue to form a key part of our ongoing response to the virus and must shape our future responses and wider ambitions.

The aim is to quickly get us to a better place, ensuring we are resilient enough to live with Covid and in a good place to look to a future beyond Covid, supporting Greater Manchester to achieve our collective ambition of being one of the best places in the world to grow up, get on and grow old.

This Plan is structured in two tables:

Firstly, an articulation of the impacts observed (both positive and negative), with a package of GM deliverables responding to those impacts; and,
Secondly, a table of actions to be delivered recognising that the GM deliverables identified in the plan will require system wide action, rather than action by one partner alone. The table of actions therefore identifies a lead partner to coordinate that action, key actions by that partner, and examples of supporting actions by the wider system which will drive the attainment of the GM deliverables.

GM Covid Recovery and Resilience Plan – Impacts identified and GM Deliverables

Impacts:

Significant and potentially devastating, to be tackled urgently

Challenging but manageable, to be tackled and improved

Positive benefit, to be reinforced and maintained

- **Health impacts** on BAME people, disabled people and older people
- **Mental health** impacts on all ages, shielding people, and those more likely to be isolated
- **Educational and social impacts** in particular on disadvantaged children and families
- **Fragility of the social care system** laid bare
- **Lack of access to physical and mental health care** among disabled people and shielding people
- **Lack of access to food** among poorer communities
- **Digital exclusion impacts** as services shift to online, exclusion and isolation including older people and disabled people
- **Economic impacts** on low paid workers, young people and the self-employed and devastating impact on cultural, hospitality and leisure sectors
- **Greater Manchester's businesses** and economic sustainability and growth has suffered
- **Homelessness and rough sleeper** impacts, as people were housed in hotels
- **Managing risks for key workers**, ensuring safe continuation of essential services
- **Towns and cities**, limited use during lockdown
- **Fear of starting up 'normal' life again**
- **Role of and reliance upon VCSE organisations** as part of the networked emergency and ongoing response
- **Improvements in service provision / efficiency**, increase in online NHS consultation and delivery of wider services digitally
- **Greater data sharing** across agencies enabled targeted, timely responses
- **Temporary cleaner air** and environmental gains achieved through changes to work and travel patterns, but challenges related to use & capacity of public transport services
- **Emergence of new community networks** and social infrastructure e.g. Community Hubs, closer working with schools
- **Creation of multiagency networks** and support systems e.g. PPE sourcing and mutual aid
- **Locally controlled devolved resources** enabled targeted, timely responses
- **GM Partnerships** and ways of working, reinforced and strengthened approaches, delivering effective responses
- **Digital shift and capabilities**, with rapidly developed novel operating models, to be retained and developed

GM Deliverables:

- Implement a system wide approach to assessing and responding to evidenced inequalities in the ongoing managed of the covid response and the design and delivery of recovery and restart activity
- Sustain support to care homes and extend Living Well at Home to strengthen the resilience of adult social care provision
- Boost physical activity programmes and social prescribing, including for people with long term conditions
- Sustain food availability networks
- Complete 'Everyone In' and deliver a transition programme and ongoing support for homeless people
- Building on the Community Hubs experience and closer working with schools, develop integrated neighbourhood services, sharing people, data, money and stories
- Launch a targeted plan to tackle digital exclusion
- Ensure the provision of comprehensive mental health and wellbeing support accounting for the growth in demand and severity across all age ranges
- Restore proactive care and support for both children and adults for those with long term health condition and support those who are recovering from Covid
- Supporting successful return to school and college for all learners, with inclusion of catch up and wellbeing support if needed
- Learning from each other on how best to manage any increases in safeguarding for children & young people and vulnerable adults
- Deliver GM employment and skills recovery plan with evidence based targeted programmes of support
- Establish GM Independent Inequalities Commission
- Immediate implementation of the GM Social Value Framework
- Appropriately contracted provision from the VCSE sector as part of ongoing networked support infrastructure
- Develop system wide responses to maintain and develop social infrastructure as part of driving more inclusive economic growth in the future, including system changes, investment and formal collaboration with new infrastructure
- Deliver housing and public building retrofit programme as part of greener economic recovery
- Provide support to enable businesses including social enterprises to innovate and adapt
- Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities
- Significantly expand the GM Good Employment Charter to drive more secure work, higher pay and better employment standards
- Develop and deliver a Cultural Recovery Plan, recognising the role of a sustainable cultural sector as a key driver of wellbeing and a vibrant GM
- Continue the SafeGM campaign to provide reassurance about getting back to work
- Secure infrastructure investment needed to kick start the economy
- Swiftly progress investment opportunities as part of economic stimulus and push for wider government funding for councils and locally devolved resources
- Develop sustainable mutual aid and support networks that add value locally and provide a better way of working
- Deliver the Cycling and Walking Plan, and build on positive shift in travel behaviour
- Progress more integrated public transport system with support from DfT
- Progress GM Clean Air Plan
- Progress Environment Plan to reduce carbon emissions and create an improved, more resilience natural environment for socially distanced recreation

GM Deliverable	Main responsibility for deliverables and examples of supporting actions	Policy area / Partnership leading actions delivery
<p>Implement a system wide approach to assessing and responding to evidenced inequalities in the ongoing management of the covid response and the design and delivery of recovery and restart activity</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Deliver Independent Inequalities Commission, with recommendations provided to portfolio partnership governance board to be taken forward • Develop, and further existing, cross cutting approaches for the use of data and intelligence to effectively identify need and vulnerability and develop targeted, tailored responses <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver Ageing Well Winter programme to support older people at greater risk of adverse outcomes from covid • Deliver campaign to promote uptake of Pension Credit • Conduct an EIA on the GM Digital Blueprint Delivery plan and continue to review activity and its impacts on different communities in GM • Inequalities addressed through place based working approach, taking account of local need and context, delivered though / interdependent on integrated neighbourhood model • Establish Women & Girls'; Race; Faith equalities advisory panels • Explore opportunities for establishment of Older People's Panel • Establish partnership governance for Age-friendly and Equalities Portfolio with responsibility to oversee and direct activities to drive equality and reduce inequalities experienced by GM's people and places • Advice to be provided as required in relation to travel inequalities • Consideration of disproportionality in criminal justice system with a focus on CYP as part of Independent Inequalities Commission scope and remit • The GM VCSE Leadership Group will work with GMCA to ensure that Covid-19 impact data is collected by age, disability, ethnicity, gender, gender identity, religion or belief, sexual orientation and social class • The VCSE sector will share our research and insight in order to inform the development of comprehensive Equality / Equity Impact Assessments and action plans, particularly in relation to Economic Policy • Deliver GM response to PHE Disparities in risks and outcomes of Covid-19 review • Deliver diverse communication and engagement approaches to extend effectiveness and reach of communications and further develop use of community advocates, with provision of targeted messages and recognising communities who may be digitally excluded 	<ul style="list-style-type: none"> • Strategy • PSR / Digital • PSR • PSR • Digital • PSR • Strategy • PSR • Strategy • TfGM • Police & Crime • VCSE Leadership Group • VCSE Leadership Group • GMCA / H&SCP • Comms
<p>Sustain support to care homes and extend Living</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities and H&SCP, their activity will include:</p>	

<p>Well at Home to strengthen the resilience of adult social care provision</p>	<ul style="list-style-type: none"> • Develop a GM Care Home Assurance framework which will enable provision of system wide support to Care homes in managing Infection Prevention and Control, preventing local Covid 19 outbreaks and managing local outbreaks if they occur • Continue to develop the Living Well at Home programme outlining future phases and building on progress to date <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Continuation of C19 Situation Reporting • Support Healthy Ageing pre-procurement assisted living initiative • Deployment of an integrated digital tool into to care homes and domiciliary settings to include falls risk assessment, Covid-19 symptom tracker and soft signs of deterioration (Safe Steps) • Deliver Virtual Hospital Programme, including Urgent & Emergency Care by Appointment Programmes • Adult social care provision delivered through / interdependent on integrated neighbourhood model • Develop stage 2 bid submission for UK Healthy Ageing Trailblazer (c.£6m) aimed at developing place based approach to creating new markets for innovations 	<ul style="list-style-type: none"> • H&SCP • H&SCP • Digital • Digital • H&SCP / HInM • H&SCP / HInM • PSR • Economy
<p>Boost physical activity programmes and social prescribing, including for people with long term conditions</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is H&SCP and the GM Moving Exec Group, their activity will include:</p> <ul style="list-style-type: none"> • Ensure temporary and permanent changes to policy and practice in transport, urban and street design to enable safe spaces for walking, cycling, plan and physical activity and to create the conditions for culture and behaviour changes through activities programmes and investment • Ensure support to the physical activity and sport sector, voluntary and community sector and networks, including Greater Manchester’s leisure trusts so that they can play their full part in maintaining and rebuilding active lives during lockdown release and beyond. • Deployment of GM wider social prescribing system - continue to develop social prescribing offer, working in the support from PCNs and the VCSE • Continue to support redesign for active lives across the system; in health, education, transport, planning, adult care, early years etc in the context of Covid-19 recovery and resilience <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver winter Ageing Well programme / campaign including risks for older people in winter • Social prescribing delivered through / interdependent on integrated neighbourhood model • CYP programme to deliver improved physical health, reduce obesity • Development of cycling & walking infrastructure across GM • Supporting social prescribing via enhanced natural environment (subject to funding) • Explore opportunities to collaborate with Street Games to enhance community sport offer in communities most affected by violent crime • Use of devolved Community Safety Partnership funding for youth outreach and engagement activity 	<ul style="list-style-type: none"> • GM Moving Exec & network • GM Moving Exec & network • H&SCP / GM Moving Exec • GM Moving Exec & network • PSR • PSR • CYP • TfGM • Environment • Police & Crime • Police & Crime

	<ul style="list-style-type: none"> • Ensure clear, consistent public narrative and messaging across the system on how to stay active during each phase of lockdown release with adherence to government guidelines. • Targeted work with priority places and demographic groups, most affected by Covid-19 and those most likely to become inactive, in particular ensure transition from ‘pilots’ into embedded place based ways of working (eg local pilot and walking ambition) 	<ul style="list-style-type: none"> • GM Moving Exec & network • GM Moving Exec & network
Sustain food availability networks	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Improve the accessibility and sustainability of food provision models for everyone in GM, taking account of ethnically diverse communities requirements <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Delivery of no child going hungry provision • Ensure surplus food goes to food banks/charities/communities and not into waste streams 	<ul style="list-style-type: none"> • PSR • CYP • Environment
Complete ‘Everyone In’ and deliver a transition programme and ongoing support for homeless people	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities supported by GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Delivery of new phase of A Bed Every Night, delivered through / interdependent on neighbourhood model <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Support design & deployment of GM homelessness systems (GMThink) • Undertake vulnerability modelling for homeless people and people at risk of homelessness (MHCLG funded) • Support development of property investment solution as part of bid for the national Next Steps Accommodation Programme • Support transport elements of homelessness programmes • Develop Probation Dynamic Commissioning Framework • Strengthen links established between Drug & Alcohol services and LA Homelessness leads, encouraging treatment entry & retention and providing harm reduction support for ABEN properties • Continue work with Stop The Traffik, improving understanding of exploitation of homeless people and find ways to improve their safety • Homeless healthcare development as part of ABEN 3 	<ul style="list-style-type: none"> • PSR • Digital • Digital • Place • TfGM • Police & Crime • Police & Crime • Police & Crime • H&SCP
Building on the Community Hubs experience and closer working with schools, develop integrated neighbourhood services that share people, information, money and stories	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities and GMCA, their activity will include:</p> <ul style="list-style-type: none"> • To draw together and apply the learning from the crisis response alongside our existing Unified Public Services ambition. This will include describing how all-age early help, Community Hubs and Health & Care teams come together to form an integrated neighbourhood model <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver Community Hub Digital Solution in Bury & Rochdale • Deliver shared data & intelligence capabilities with a common understanding of social, economy and health vulnerability 	<ul style="list-style-type: none"> • PSR • Digital • Digital

	<ul style="list-style-type: none"> • Deliver digital applications and data management that support these ambitions using the Digital Platform • Develop and implement a GM system approach to information sharing to deliver place-based working, building on the Bury Engine Room Pilot • Provide direct practical support to localities, GMP, GMFRS and VCSE organisation to implement integrated neighbourhood model • Promote the ‘team around the school’ model as a way of connecting schools into integrated neighbourhood model • Undertake work to improve alignment with labour market responses, providing support in place • Provide Local Energy Advice Programmes and potentially ‘care & repair hubs’ via neighbourhood model • Deliver HMPPS Probation Programme: unified probation service • Undertake GM review of offender management & co-location opportunities • Continue Safer Streets investment facilitating collaboration in localities • Development of neighbourhood policing offer, aligned to GM Model of Unified Public Services • Pilot Violence Reduction Unit’s community-led programmed in six sites, giving residents more power in decision making about solutions to violence in their community • Continued development of the Locality Care/ Neighbourhood model, strengthening the focus on Integrated Neighbourhood working and how it links with Primary Care Networks in the Localities 	<ul style="list-style-type: none"> • Digital • Information Governance • PSR • CYP • Skills & Work • Environment • Police & Crime • Police & Crime • Police & Crime • Police & Crime • Police & Crime • H&SCP
<p>Page 25</p> <p>Launch a targeted plan to tackle digital exclusion</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Development of a cross-cutting Digital Inclusion Strategy, working with Industry, Localities and VCSE sector to implement best practice to reduce inequality of digital access and opportunity <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver research into the scale of digital exclusion and how it impacts GM communities • Provide grants to LA’s to support digital inclusion for residents • Use Adult Education Budget funding to provide L2 digital skills over and above statutory entitlement • Deliver GM Tech Fund Phase 2 • Ensure where possible, new energy installations are digitally enabled and begin to design a local energy market platform • Deliver Victim Service Review: Digital Discovery Phase & address feedback from C19 risk assessment 	<ul style="list-style-type: none"> • Digital / VCSE • Digital • Skills & Work • Skills & Work • Skills & Work • Environment • Police & Crime
<p>Ensure the provision of comprehensive mental health and wellbeing support accounting for growth in demand and severity across all ages</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is H&SCP, their activity will include:</p> <ul style="list-style-type: none"> • Work at pace to initiate programmes to support their comprehensive mental health and wellbeing support for people in GM in light of the pandemic, recognising variation in approaches will be required for different cohorts and communities • Maximise benefits from deployment of mental health and wellbeing digital tools and apps 	<ul style="list-style-type: none"> • H&SCP • H&SCP / HInM

	<p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver online mental health guidance • Deliver transformational digital projects enabled by the GM Care Record and the GM Digital Platform for wider public services, enabling improved data flows across a range of settings • Provision of mental health & wellbeing support delivered through integrated neighbourhood model • Plan effective capacity for projected surge in demand for CYP mental health services inc coordinating capacity plans with CAMHS teams, and surge planning to coordinate community and paediatric capacity across GM • Deliver mental health support in four localities as part of national trailblazer, supporting young people with mild to moderate mental health issues • Extension of mental health practitioner support to an additional 10% of high risk schools & colleges • Work with health colleagues to ensure mental health sits as part of the Young Person Guarantee • Increase specialised mental health support through Working Well programmes • Work with schools & colleges to implement programmes around mentally healthy institutions • Work with GMP mental health lead & partners to develop partnership arrangements in place as part of NHSE Reconnect Prison Healthcare Pathway pilot • Deliver mapping exercise to understand crossovers between homelessness, mental health and substance misuse service provision, commissioning and funding streams • Continue to ensure Trusted Relationships psychotherapists are embedded in complex safeguarding teams • The VCSE Mental Health Leadership group will continue to identify and support the existing inequalities exacerbated by Covid 19 and support the anticipated surge in sub-threshold and complex presentations across the system • Breakthrough UK will lead and continue to provide the GM Text service beyond its current 6-month pilot (via GM VCSE Leadership Group) • Breakthrough UK will lead on supporting the development of accessible comms and messaging during Covid recovery (via GM VCSE Leadership Group) 	<ul style="list-style-type: none"> • Digital • Digital • PSR • CYP • CYP • CYP • Skills & Work • Skills & Work • Skills & Work • Police & Crime • Police & Crime • Police & Crime • VCSE Leadership Group • VCSE Leadership Group • VCSE Leadership Group
<p>Restore proactive care and support for both children and adults with long term health conditions and support those who are recovering from Covid</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is H&SCP, their activity will include:</p> <ul style="list-style-type: none"> • Step up routine care as we move through recovery phases • Community Coordination Cell are continuing with a locality led assurance process that people recovering from Covid are being followed up appropriately • Deliver digital activity to support people with long term conditions • Digitally reimaging urgent and emergency care pathways, including UEC by Appointment <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Implement digital innovations to enhance clinical imaging capabilities across GM providers 	<ul style="list-style-type: none"> • H&SCP • H&SCP • H&SCP / HInM • H&SCP / HInM • H&SCP / HInM

	<ul style="list-style-type: none"> • Maximise the benefits of digital primary care solutions to improve outcomes for patients and transform service models • Proactive care and support delivered through integrated neighbourhood model • Provision of support for children with long term conditions, by building specialist paediatric capacity within urgent and emergency care, and establish monitoring process for safety and wellbeing of CYP, with the inclusion of CYP safety siren and dashboard • Undertake review of CYP with SEND who do not return to education in autumn term, and consider what provision will be needed to meet needs links to opportunities for GM SEND joint commissioning plan • Work with TfGM to scope out GM wide joint commissioning of SEND transport • Support activity through flexed Working Well and Work & Health programmes • Create new c£13m GM Working Well 'Lite' programme to support additional 13,000 people 	<ul style="list-style-type: none"> • H&SCP / HInM • PSR • CYP • CYP • CYP • Skills & Work • Skills & Work
<p>Supporting successful return to school and college for all learners, with inclusion of catch up and wellbeing support if needed</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 27</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities and GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Development of GM education recovery plan, focusing on medium to longer term strategies to bring about successful educational change, improving presence, participation and progression of all CYP, paying particular attention to those vulnerable to underachievement, marginalisation and exclusion • Develop Young Person Guarantee • Through the work of ESAP; support the work of the GM Colleges Group to ensure 16-18 and adults can return safely <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deployment with localities of Early Years digitisation across GM, using analytics to identify children with greatest needs • Provision of IT equipment via Technology Fund • Wellbeing support delivered through integrated neighbourhood model • Deliver GM programme of research seminars (autumn term) supporting primary school leaders and teachers to develop 1yr recovery curriculum • Development of early years specific resources in partnership with H&SCP to enable parents and settings to ensure right social and emotional support are in place to support successful return • Deliver GM campaign to promote take up of 2 year old funding early education entitlement for children from most deprived communities • Capture intelligence around wellbeing need of young people as part of Young Person Guarantee • CSR submission on catch up provision for CYP • Maintain prioritisation of Life Readiness agenda through Bridge GM / National Careers Strategy 	<ul style="list-style-type: none"> • CYP / Skills & Work • Skills & Work • Skills & Work • Digital • Digital • PSR • CYP • CYP • CYP • CYP • Skills & Work • Skills & Work
<p>Learning from each other on how best to manage any</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities and GMCA, their activity will include:</p>	

<p>increases in safeguarding for children & young people and vulnerable adults</p>	<ul style="list-style-type: none"> Track levels of demand for children’s safeguarding services across GM using existing key groups to share learning about how to tackle increases in volume and complexity Strengthen offer for looked after children as priority group through acceleration of plans for improving sufficiency of GM placements Accelerate work to implement universal 4b assessment model for 18 month olds, across GM to support early intervention with families and to identify vulnerable children <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> Early intervention and prevention of safeguarding issues for children and targeted support for adults at risk delivered through all-age early help, interdependent on integrated neighbourhood model Continued delivery of GM Youth Justice Resettlement Consortium; Whole System Approach for Women; Sexual Violence Harm Reduction Plan; GM Victim Services Review; Home Office Child Sexual Abuse Support Services Transformation Fund seeks to promote best practice and improve support delivered to children who experience sexual abuse Ensure Operation Encompass (notification to schools of children present at a domestic violence incident) is operating strongly and consistently ready for Sep return to school and beyond Continue delivery of multiagency Complex Safeguarding programme 	<ul style="list-style-type: none"> CYP CYP CYP PSR Police & Crime Police & Crime Police & Crime
<p>Deliver GM employment and skills recovery plan with evidence based targeted programmes of support</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> Deliver employment & skills recovery plan with targeted activity for, Young people; Apprentices; Furloughed; Reskilling/retraining; Newly unemployed; Longer term unemployed/inactive. Along with cross cutting activity looking at sectors and specific support required, including the potential impact on older workers <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> Deliver range of cross-cutting collaborative initiatives addressing skills gap and introducing GM citizens to education, learning and employment opportunities in the digital sector Deliver a Smart GM Places discovery on ‘Bridge GM’ to explore how covid has impacted young people and their access to education, training and employment opportunities Provision of travel support to employment & skills programmes Create opportunities for skills development in natural environment and building retrofit programmes Deliver Probation Dynamic Commissioning Framework – ETE pathway The VCSE sector will provide Intermediate Labour Market opportunities to GM residents as part of local employment initiatives (e.g. Kickstarter) 	<ul style="list-style-type: none"> Skills & Work Digital Digital TfGM Environment Police & Crime VCSE
<p>Immediate implementation of the GM Social Value Framework</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> Publish a refreshed Greater Manchester Social Value Framework and new social value policy for GMCA and its partners operating at a GM footprint, including guidance for commissioning and procurement 	<ul style="list-style-type: none"> Strategy

	<p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Ensure embedded in all digital procurements • Leveraging social value commitment gained in Full Fibre procurement • Continue to deliver social value through employment & skills commissioned programmes and further through labour market recovery support programmes • Continued support through transport activities / operations • Undertake research to underpin Social Value goals with deeper sustainable public procurement policy including utilisation of local levers affecting behaviour changes towards sustainable business models and lifestyles • Continue work with Co-op to coordinate GM modern slavery business network to drive up recruitment standards, purchasing and supply chains to combat modern slavery • Work with GMP to implement the framework in their procurement practices 	<ul style="list-style-type: none"> • Digital • Digital • Skills & Work • TfGM • Environment • Police & Crime • Police & Crime
<p>Appropriately contracted provision from the VCSE sector as part of ongoing networked support infrastructure</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Support a review of commissioning and investment in the VCSE sector, including the grant funding which goes into VCSE leadership and infrastructure organisation at a GM level <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • VCSE sector provision central to integrated neighbourhood model • Continued commissioning of VCSE organisations for delivery of employment & skills programmes • Deliver Probation Dynamic Commissioning Framework from June 2021 - All Pathways - VCSE Engagement Plan; GM Victim Services Review and Contracts/Grants; MoJ Extraordinary Covid-19 funding for domestic abuse / sexual violence services seeks to support VCSE providers of such services through the initial Covid-19 recovery phase • The GM Leadership Group Commissioning Group will work with commissioning and procurement leads to implement the GM VCSE Commissioning Framework and delivery plan • Further work to be undertaken with the sector to embed VCSE organisations into locality working - ensuring commissioning of VCSE provides the capacity required for new models of community based care. Develop a database to track VCSE support and capacity in relation to the HSC system, and strengthening commissioning arrangements between HSC and VCSE, in particular the connections between Primary Care and Voluntary services as recovery proceeds. 	<ul style="list-style-type: none"> • Strategy • PSR • Skills & Work • Police & Crime • VCSE Leadership Group • H&SCP
<p>Develop system wide responses to maintain and develop social infrastructure as part of driving more inclusive economic growth in the future, including system</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA with Local Authorities , their activity will include:</p> <ul style="list-style-type: none"> • Develop sustainable and progressive social infrastructure proposals as part of integrated neighbourhood model and wider provision <p>And, wider system examples of the actions which will support its attainment are:</p>	<ul style="list-style-type: none"> • PSR

<p>changes, investment and formal collaboration with new infrastructure</p>	<ul style="list-style-type: none"> • Obtain necessary approvals to enter Tripartite Agreement between GMCA, GMHP and H&SCP and develop appropriate implementation plan and complete associated actions • Deliver Probation Dynamic Commissioning Framework from June 2021 - All Pathways: ETE/Finance, Benefits & Debts; Accommodation; Recovery & Dependency; Wellbeing, Inclusion, Family, BAME; Women. 	<ul style="list-style-type: none"> • Place • Police & Crime
<p>Deliver housing and public building retrofit programme as part of greener economic recovery</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA working with Local Authorities, their activity will include:</p> <ul style="list-style-type: none"> • Work with Registered Providers to develop and implement a Social Housing Retrofit programme <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Explore potential to exploit Full Fibre deployment and One Network • Deliver construction talent retention scheme to support the redeployment of workers at risk of redundancy, kick start to target sectors • Design and deliver a programme of social housing retrofit with Districts and RSLs (subject to bid) 	<ul style="list-style-type: none"> • Place • Digital • Skills & Work • Environment
<p>Provide support to enable businesses including social enterprises to innovate and adapt</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA and LEP via the Growth Hub and other partners including our Universities, their activity will include:</p> <ul style="list-style-type: none"> • Delivery of the Business, Productivity and Inclusive Growth programme to sustain businesses and support those with growth aspirations in key sectors, inclusion social enterprises • Deliver support to those who have recently become unemployed, to start their own business, with a focus on BAME communities and older workers • Deliver workforce development and Leadership & Management programmes to support business leaders to survive Covid impact • Deliver a range of digital innovation support programmes to further optimise opportunities to improve productivity that have been identified as a result of the pandemic • Provide access to finance for businesses to support recovery and growth through Business Growth Hub and GC Business Finance CBILS/BBLs funding and the Co Angel investment service <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Delivery of a number of investments in the digital sector to support the creation and scaling of SMEs and to attract investment in Greater Manchester. Showcasing GM Digital successes on a global platform to establish its position as global digital influence • As Gov guidance continues to emerge, identify and support delivery of GM activity that support high quality early education and childcare provision during recovery and ensure sufficiency of provision • Development of GM pulse surveys to gather intelligence on local early education and childcare market challenges during next 12 months. Data used to inform future GM market shaping activity to maximise opportunities to strengthen provider market and workforce • ESF funded support for SME's focusing on leadership and management and also adapting business models 	<ul style="list-style-type: none"> • Economy • Economy • Economy • Economy • Economy • Digital • CYP • CYP • Skills & Work

	<ul style="list-style-type: none"> • Support innovation through promotion/utilisation of Circular Economy practices/waste hierarchy principles to stimulate clean growth and resilience to supply chains. Continue to deliver Green Growth business support programme (Growth Co) and expand scale and scope (subject to bid) • Use Innovation Partnership on Healthy Ageing to create new products and services in GM that can be adopted across the UK and exported. Pipeline to be live and engaging circa 25 SMEs by Mar 2021, with roadmap to engaging further 75 SMEs by March 2022 • Use Greater Manchester Advanced Materials and Manufacturing Alliance (GAMMA) to drive investment into GM's manufacturing sectors and link them with the advanced materials and manufacturing science in GM's universities and other national centres. This includes support for the Northern Gateway development in Rochdale, Bury and Oldham • Support GM businesses to thrive in the new international setting being created by covid 19 and Brexit. Refreshed International Strategy for: Opening-up new markets and develop new relationships; Leading internationalisation digitally (e.g. virtual trade missions); Maintaining or rebuilding business confidence, the visitor economy and inward investment pipelines and embedding business champions in delivery. There will also be a renewed focus on GM's international connectivity and city-region diplomacy 	<ul style="list-style-type: none"> • Environment • Economy • Economy • Economy
<p>Targeted support to sectors facing lasting impacts from Covid, and growing sectors with investment where they can exploit new opportunities</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA and LEP with Local Authorities, their activity will include:</p> <ul style="list-style-type: none"> • Use GM's policy, convening role and resources to drive faster improvements to jobs and productivity in the Foundational Economy including hospitality and retail, in line with the Local Industrial Strategy <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver programmes under labour market recovery plan, including; Stimulating demand for Apprenticeships; Increase in funding to support 19+ on sector specific qualifications to support them into work, Focus on retraining and reskilling; supporting those being redeployed/redundant through furlough; Fast Track 3; Sector based work academies working with JCP • Develop enabling mechanisms to support growth in GM's Environmental Technologies sector including an Energy Innovation Agency and Retrofit Accelerator • Deliver collaborative work across digital sector on range of digital activities aimed at supporting digital businesses, and the wider economy, including retraining programmes for unemployed due to Covid • Publish Greater Manchester Spatial Framework, setting the spatial planning framework in which development can be brought forward within GM • Provision of kick start to target sectors; retraining/reskilling programmes; stimulating demand for apprenticeships, working well to target where employers can support those furthest away from the labour market • Support existing business support programmes for eco-innovation and resource efficiency across all sectors and expand where feasible (subject to funding). Encourage carbon-intensive sectors (e.g. construction) to use carbon-reduction as a tool to improve productivity, quality and reduce waste by requiring reporting of all 	<ul style="list-style-type: none"> • Economy • Skills & Work • Environment / Economy • Digital • Place • Skills & Work • Environment

	<p>material and operational carbon costs. Look to promote PAS2080 carbon management philosophy of involving the Value Chain in reducing carbon emissions</p> <ul style="list-style-type: none"> Assess the impact of covid 19 response and recovery activity on GM LIS Implementation Plan and strategic priorities, and in line with new vision for GM's economy, being developed with the GM LEP in the first instance Build on our strengths in health innovation to cultivate a rich pipeline of industry-led innovations that address health inequalities and stimulates economic growth 	<ul style="list-style-type: none"> Economy H&SCP / HInM / Economy
<p>Significantly expand the GM Good Employment Charter to drive more secure work, higher pay and better employment standards</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA and LEP via the Growth Hub, their activity will include:</p> <ul style="list-style-type: none"> Working with the LEP and Growth Company to update the GM Good Employment Charter to account for covid 19 impacts and to significantly expand the Charter's membership and supporters, to drive more secure work, higher pay and better employment standards <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> Clear link with jobs and how GM ensures it can use the Employment Charter to create 'good jobs' particularly through Kick Start Connect the expansion of Good Employment Charter to include Young Person Guarantee Undertake work to understand the impacts of covid 19 for GM's drivers of growth including GM's anchor institutions, major employment sites and across different types of 'place' 	<ul style="list-style-type: none"> Economy Skills & Work Skills & Work Economy / Place
<p>Develop and deliver a Cultural Recovery Plan, recognising the role of a sustainable cultural sector as a key driver of wellbeing and a vibrant GM</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA working with Local Authorities, their activity will include:</p> <ul style="list-style-type: none"> Lead development of Culture Recovery Plan, and associated actions and obtain necessary approvals to implement <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> Explore the potential for significant cultural / music element within Digital City Festival 2021 Delivery of programmes under the labour market plan that support this work: Stimulating demand for Apprenticeship; Increase in funding to support 19+ on sector specific qualifications to support them into work, Focus on retraining and reskilling; supporting those being redeployed/redundant through furlough; Fast Track 3; Sector based work academies working with JCP Transport actions to support successful implementation of Cultural Recovery Plan 	<ul style="list-style-type: none"> Place Digital Skills & Work TfGM
<p>Continue the SafeGM campaign to provide reassurance about getting back to work</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> Continue to develop, deliver and promote the Safe GM campaign in partnership with Growth Co, TfGM and others inc Business Organisations <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> AEB funded activity to focus on training for business and employees to safely return to work Transport activity to support safe reopening 	<ul style="list-style-type: none"> Comms Skills & Work TfGM

	<ul style="list-style-type: none"> • GM HSC Comms team continued roll out the 'NHS Open for Business' strategy to encourage people to interact with routine health services. • GM Testing intelligence work aimed to ensure that testing results are able to flow directly to people's employers in order to advise workforce planning re: those isolating etc. 	<ul style="list-style-type: none"> • H&SCP • H&SCP
<p>Secure infrastructure investment needed to kick start the economy</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA and Local Authorities, their activity will include:</p> <ul style="list-style-type: none"> • GMCA lead on discussions with Government about the GM Infrastructure Programme <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Deliver transformation digital project enabled by the GM Care Record (for health & care) and the GM Digital Platform (wider public services), enabling improved data flows across a range of settings • Enable pan-GM data sharing by ensuring robust information governance practices are in place, while building trust amongst the public and professionals • Work with telecoms organisations to increase pace and breadth of fixed and wireless gigabit connectivity across GM • Skills capital requirements to support learning • Transport infrastructure delivery and support of wider infrastructure programmes • Establish a range of grant and loan offers to facilitate and incentivise the uptake of low carbon measures (the difference between business as usual and low carbon transition) 	<ul style="list-style-type: none"> • Place • Digital / H&SCP • Digital / H&SCP • Digital • Skills & Work • TfGM • Environment
<p>Swiftly progress investment opportunities as part of economic stimulus and push for wider government funding for councils and locally controlled devolved resources</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA and Local Authorities, their activity will include:</p> <ul style="list-style-type: none"> • Submission to Gov on LA funding, overall CSR submission and funding flexibilities <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Manage recently announced funding - Getting Building Fund and Brownfield Land Fund • Invest in public building retrofit and local energy generation • Transport delivery and support of wider economic growth strategies • Working with GM's universities to develop new translational R&D facilities to drive new jobs and the creation of new businesses as well as adoption of innovation by existing GM businesses • The GM VCSE Leadership Group will work with public and private sector partners to try and secure capital investments for the VCSE sector, including digital / tech, alongside identifying shared use of vacant premises to support social action • Review and consideration of the Devolution White Paper and Spending Review representation to Gov by the GM Digital Portfolio Executive and Steering Group, LEP and advisory groups • Integrated neighbourhood services/model is part of GM's USP for securing better outcomes, addressing inequalities and making the best of Gov funding (linking to Reform Investment Fund) • Delivering the Made Smarter North West Pilot, which is supporting manufacturing companies across the North West region to be Industry 4.0 ready 	<ul style="list-style-type: none"> • Strategy • Place • Environment • TfGM • Economy • VCSE • Digital • PSR • Economy

	<ul style="list-style-type: none"> Continued and further ask of Gov for long term funding strategy for Social Care. Separate guidelines for Phase 3 recovery for Adult Social Care to be published by DHSC in near future Maximise GM's position as a leading life sciences cluster to form industry partnerships, building on the existing MoU with the pharma and medtech industries Deliver a place-based approach to transforming communities and addressing health inequalities, powered by digital, data and technology Support a national review of destination management organisations, to create a portfolio DMOs that will provide the local framework, capacity and resource to support recovery of the GM and UK visitor economy 	<ul style="list-style-type: none"> H&SCP H&SCP / HInM H&SCP / HInM Economy
<p>Develop sustainable mutual aid and support networks that add value locally and provide a better way of working</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 34</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA , their activity will include:</p> <ul style="list-style-type: none"> Support the development of favourable conditions at locality and neighbourhood level so that mutual aid and other similar types of local support can grow and be sustained <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> Deliver support for Community Hub system adoption; Trace + Track case management; Victim's Services discovery project Mutual aid groups and local volunteer networks key to future integrated neighbourhood model Use GM's policy, convening role and resources to drive faster improvements to jobs and productivity in the Foundational Economy Continued development of the SitReps for each Sector, which can be used to escalate and prompt mutual aid when required Rollout of best practice guides from the assurance processes performed during covid 	<ul style="list-style-type: none"> Strategy / PSR Digital PSR Economy H&SCP H&SCP
<p>Deliver the Cycling and Walking Plan, and build on positive shift in travel behaviour</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities with TfGM, their activity will include:</p> <ul style="list-style-type: none"> Districts / TfGM working closely to best utilise available funding to enhance physical infrastructure for cycling and walking, and more broadly encourage more sustainable travel patterns through Travel Demand Management <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> Continue to support via the MappingGM capability 	<ul style="list-style-type: none"> Local Authorities / TfGM Digital
<p>Progress more integrated public transport system with support from DfT</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is TfGM, their activity will include:</p> <ul style="list-style-type: none"> Close co-ordination of public transport system, continued close working with operators and with support from DfT <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> Deliver Smart Ticketing solutions and Mobility As A Service initiatives Driving close working with businesses – building our networks and leading the recovery conversation 	<ul style="list-style-type: none"> TfGM Digital Economy

<p>Progress GM Clean Air Plan</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is Local Authorities with TfGM, their activity will include:</p> <ul style="list-style-type: none"> • Consult on Clean Air Plan and subject to outcomes and funding introduce appropriate measures and funding <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Smart GM Places Discovery with Connected City Alliance: exploring the challenges in shifting culture and behaviour change for an environmentally sustainable future 	<ul style="list-style-type: none"> • Local Authorities / TfGM • Digital
<p>Progress Environment Plan to continue to reduce carbon emissions and create an improved, more resilient natural environment for socially distanced recreation</p>	<p>The main responsibility for coordinating the system to achieve the deliverable is GMCA, their activity will include:</p> <ul style="list-style-type: none"> • Develop a pipeline of Natural Environment projects to deliver nature based solutions for investment and a wider framework for natural environment funding through the development of a GM Environment Fund <p>And, wider system examples of the actions which will support its attainment are:</p> <ul style="list-style-type: none"> • Assess the potential for the creation of new open spaces to support social distancing in deprived areas and implement subject to funding • Undertake research to assess the potential for carbon reduction in new build and existing domestic properties • Develop local area energy plans to increase energy resilience. Finalise and commence delivery of pipeline of identified energy generation, heating and retrofit projects, across public, domestic, commercial and industrial estates to increase energy resilience. Incentivise investment across the private domestic 'able to pay' and commercial sectors. • Develop key messages to create wider awareness of environment, health and wellbeing impacts of Covid (increase confidence in the use of public transport, use of green space, safe homeworking and better waste and water management) to support 'build back better' • Developing and realising a GM Clean Energy Innovation Agency to aggregate demand for innovations and create a new market for energy innovation in GM, creating new businesses and jobs as well as supporting the 2038 carbon neutral target 	<ul style="list-style-type: none"> • Environment • Environment • Place • Environment • Environment • Economy

Abbreviations and acronyms

ABEN	A Bed Every Night	HSC	Health and social care
AEB	Adult education budget	IT	Information technology
BAME	Black, Asian and Minority Ethnic	JCP	Job Centre Plus
BBLS	Bounce Back Loans Scheme	L2	Level 2
C19	Covid-19	LA	Local Authority
CAMHS	Children and Adolescent Mental Health Service	LEP	Local Enterprise Partnership
CBILS	Coronavirus Business Interruption Loans Scheme	LIS	Local Industrial Strategy
Comms	Communications	MHCLG	Ministry of Housing, Communities & Local Government
CSR	Comprehensive spending review	MoJ	Ministry of Justice
CYP	Children and young people	MoU	Memorandum of understanding
DMO	Destination Management Organisation	NHS	National Health Service
DfT	Department for Transport	NHSE	National Health Service England
DHSC	Department of Health and Social Care	PCN	Primary care network
EIA	Equalities impact assessment	PHE	Public Health England
ESAP	Employment and Skills Advisory Panel	PPE	Personal protective equipment
ESF	European Social Fund	PSR	Public service reform
ETE	Education, training and employment	R&D	Research and development
GM	Greater Manchester	RSL	Registered social landlords
GMCA	Greater Manchester Combined Authority	SEND	Special educational needs and disability
GMFRS	Greater Manchester Fire and Rescue Service	SitRep	Situation report
GMHP	Greater Manchester housing providers	SMEs	Small and medium-sized enterprises
GMP	Greater Manchester Police	TfGM	Transport for Greater Manchester
Gov	Government	UEC	Urgent and emergency care
H&SCP	Health and Social Care Partnership	UK	United Kingdom
HInM	Health Innovation Manchester	USP	Unique selling point
HMPPS	Her Majesty's Prison and Probation Service	VCSE	Voluntary, Community and Social Enterprise



GREATER MANCHESTER LOCAL ENTERPRISE

DATE: 8th September 2020
SUBJECT: Greater Manchester International Strategy Refresh
REPORT OF: Mike Blackburn

PURPOSE OF REPORT

In July 2017, Greater Manchester launched a three year internationalisation strategy which outlined the city region's ambitions on a global stage to grow international exports, investment and research and innovation partnerships as well as continue to attract international visitors and students.

This report provides a summary of the work to date and the approach taken to refreshing the International Strategy in the context of COVID and our departure from the EU.

A first draft of the full strategy can be found in **Appendix.1**.

RECOMMENDATIONS

LEP Members are asked to:

- Note and comment on the report

CONTACT OFFICERS

Rebecca Drakeford
International Strategy Officer, GMCA
rebecca.drakeford@greatermanchester-ca.gov.uk

Maria Gonzalez
Principal, International Relations, GMCA
maria.gonzalez@greatermanchester-ca.gov.uk

Risk Management – n/a

Legal Considerations – n/a

Financial Consequences – n/a

BACKGROUND PAPERS

- Greater Manchester 2017 to 2020 Internationalisation Strategy. Available here:
<https://www.greatermanchester-ca.gov.uk/media/1947/internationalisation-report.pdf>

1. Background

In 2017, the Greater Manchester Local Enterprise Partnership and GMCA agreed a three-year internationalisation strategy with an overarching aim for Greater Manchester to become a “Top 20 Global City by 2035”. The success of this strategy is measured against a series of objectives:

- Our attractiveness to international investors, visitors, business and academic talent and students;
- Our international cultural and place offer and the propensity of our business base to trade internationally;
- Our success as a key international gateway to the UK – and a gateway to the world for our UK businesses and communities;
- The quality and ease of access and interconnectivity to all places across the city region to maximise the local benefits of Internationalisation across Greater Manchester communities.

In February 2020, a full evidence review was undertaken to understand the city-region’s performance against the existing strategy, in short the city-region performed well against its strategic objectives. It saw improved global recognition, further connectivity and an increase in trade, investment, student and visitor numbers over the three-year period.

The evidence review brought to light the city region’s year on year growth in international engagement. This can be attributed to its strong asset base, understanding of its sector strengths, clear strategy frameworks and a more coordinated and sophisticated approach to delivering activity had. Over the three year period this led to better performance and positioning.

2. COVID-19 and Greater Manchester’s International Strategy

In March 2020, the refresh of the International Strategy was put on hold as the significant implications of COVID developed. It became clear that the economic uncertainty and restrictions on travel were likely having an adverse impact on GM’s international ambitions. To understand this impact, an international COVID impact assessment was delivered in consultation with a range of Greater Manchester partners including Manchester Airport, Marketing Manchester, Greater Manchester Chamber of Commerce, MIDAS, DIT, Greater Manchester’s Universities and Local Authorities. It highlighted the following challenges:

- **Drop in Exports** - Excessive shipping costs, manufacturing bottlenecks and shrinking economies has resulted in UK export performance decreasing 8.5% in Q1 compared to last year, although recent figures show trade volumes are starting to partly recover. Many of the region’s top trading partners (US, France, Germany) have been significantly affected by COVID and it’s likely Greater Manchester’s export performance will be reflective of UK total;
- **Fall in Investment** – In April UNCTAD predicted a 30% to 40% reduction in investment in 2020 due to the emerging economic recession. Despite the predicted fall in investment, some experts expect an increase in sectors such as Biotechnology, E-commerce and Cyber;
- **Reduced flights at Manchester Airport** – Passenger numbers at Manchester Airport decreased to approximately 1000 per day in April compared to a 90k daily average in peak season, while these numbers are recovering slowly as short haul flights return to normality, the impact of COVID is likely to be felt for the next 2-3 years;
- **A significant fall in both business and leisure visitors** – Lock down and restrictions on travel has had a detrimental impact on the region’s tourism and leisure sector as well as business conferencing;

- **Up to a 50% drop off in international students** – While the true picture won't be clear until October 2020, early estimates predicted up to a 50% fall off in international students;
- **Signs of increased negative sentiment towards the UK** – The UK's response to COVID has had a big impact on global perceptions of the UK, and early sentiment surveys show an increase in certain markets, primarily in Asia viewing the UK as un-safe and un-welcoming;
- **Financial challenges for our international delivery agencies** – The uncertain economic landscape and a reliance on private sector funding for some of GM's international delivery bodies has led to resourcing and operational challenges.

The impact of COVID on the city region's international ambitions and activity is hugely significant; however, it is not the only issue challenging our competitiveness on an international stage. The current geo-political climate, the lack of clarity around the UK's relationship with the EU and the rest of the world creates further complexities. The UK's response to COVID and the departure from the EU may also increase negative sentiment towards the UK and lead to a growing perception of the UK as an unwelcoming place. While reaffirming Greater Manchester's commitment to international engagement is important at these difficult times, the current geopolitical and economic uncertainty make the refresh of a long term, detailed and specific international strategy a hard task.

3. Refresh Approach

To address the identified challenges, work on the refresh of the International Strategy was resumed in May. The refreshed strategy has been developed by working closely with a wide range of Greater Manchester partners and stakeholders including Local Authorities, businesses, The Growth Company, MIDAS, Marketing Manchester, the Local Enterprise Partnership, The Greater Manchester Chamber of Commerce, the airport, our universities and other regional stakeholders.

Whilst the refresh builds on the current Greater Manchester international priorities and successes of last three years, COVID has brought a new dimension to this work, which needed to be addressed.

The approach to the refresh is therefore twofold:

- Review our long-term international vision and enhanced strategic framework, identifying new and continued strategic objectives that supports the delivery of Greater Manchester's long-term ambitions in-light of new challenges and opportunities;
- Address the immediate and emerging issues brought about by COVID-19 and any emerging challenges and opportunities from the UK's new relationships with the EU.

Consequently, and to support the latter, the refresh take on a 12 month time frame, **in line with the publication of the Greater Manchester one year Living with COVID-19 Resilience Plan**. The Strategy will be reviewed in 2021 to include a more detailed analysis of our priority markets and any further challenges post-COVID.

In summary, this refresh aims to:

- Reflect on the achievements of the last three years and begin to re-define the city-region's global ambitions, target markets over the next 12 months and the strengths and values it hopes to be known for on an international stage, re-aligning our focus in light of COVID, growing competition and an uncertain landscape;
- Introduce a new strategic framework for international delivery that builds on the 2017 strategy and priorities, begins to consider a series of new metrics and indices to better monitor performance moving forward;

- Considers the accelerating impact that international can have for COVID-19 economic recovery, the delivery of both the GMS and Local Industrial Strategy and how a more coordinated approach on international can help address the new challenges we face;
- Outline how we can better maximise on our sector strengths, increase trade and continue to attract investment, international visitors and students to live, visit and study which will support economic growth and realise benefits for Greater Manchester residents;
- Under the theme of building back better and striving for the development of a cleaner, fairer and greener city region, consider how international engagement can address some of the challenges we face including inequalities, social cohesion and climate change;
- Ensuring that businesses and communities from across the 10 boroughs benefit from new opportunities that may arise from the International Strategy.
- Highlight our long and proud history of being a welcoming and responsible city region with vibrant and diverse communities across the world with a firm commitment to playing our part in the delivery these shared goals using global frameworks such as the UN Sustainable Development Goal

4. Refresh Approach

4.1 Key Issues

The one-year refresh looks to address the following areas for update or re-orientation:

- **Vision** - Considering updated global benchmarking, positioning and marketing intelligence, COVID and a fast-changing international landscape to define a new international vision and shared ambitions;
- **International as an Accelerator** – the refresh considers how international engagement can support the ambitions and actions set out in the Local Industrial Strategy, Greater Manchester Strategy and Greater Manchester Living with COVID-19 Resilience Plan, emphasising the importance that international engagement plays for re-building and continuing to grow a globally competitive city region.
- **Global Target Markets** – Short-term priority markets have been identified to reflect the global implications of COVID and the UK’s planned future trade agreements.
- **Priorities** – the refresh reviews current international priorities in light of COVID and the new local, national and international context.
- **Monitoring and Performance** – the refresh will begin to consider how a series of new metrics and indices could better monitor performance across priority areas, building on proposals outlined in the Business of Cities report that will measure our strategic position internationally and performance at an implementation level.
- **Implementation and Delivery** - A series of thematic action plans will be developed and embedded within GMCA/partner delivery plans to ensure all stakeholders are actively delivering on their elements of the strategy.
- **Engagement with Government** – the refreshed strategy aims to be a platform for engaging with Government (BEIS, DIT, DCMS and FCO) ensuring alignment with national priorities and highlights areas of potential joint activity and development of future policies for the benefit of Greater Manchester. The refresh also considers how it aligns with and supports the delivery of the UK’s new Export and Investment strategy and the UK’s broader international objectives.

4.2 A New Context

In addition to the significant impact of COVID there have been substantial developments since 2017 in a local, national and international context which must be considered as part of the refresh. For example the UK's departure from the European Union, the publication of the Local Industrial Strategy and the election of a Mayor. National government are also currently re-considering future UK foreign policy including the UK's national trade and investment strategies. We must work closely with government where appropriate on the development of both the one-year and full International Strategy refresh to ensure strategic alignment.

4.3 Key Messages

The International refresh was drafted with a wide range of audiences in mind:

1. **Residents of Greater Manchester** – Recognising the transformational impact internationalisation can bring to a city region and its residents as well as the advantages a culturally diverse population can have for supporting internationalisation;
2. **Businesses of Greater Manchester** – Supporting our businesses to become more aware of the opportunities international engagement present and help them to utilise global trade, investment and R&D partnerships to become more competitive and resilient creating a stronger economy for Greater Manchester;
3. **Greater Manchester Partners and Stakeholders** – Providing a framework for respective international plans and ambitions;
4. **National Government and Opinion Leaders**– Greater Manchester as a key city region for supporting UK's growth ambitions;
5. **International Audience** – Greater Manchester as a globally competitive, diverse and welcoming city region that inspires global leaders, visitors, investors and businesses across the world through our strong sector base, talent and unique offering.

4.4 A New Strategic Framework

The priority areas from the 2017 to 2020 strategy will remain the same. To illustrate the close synergy and inter-connectivity between the different priorities they have been grouped under two different categories – **Core Priorities** and **Enablers**. The refreshed strategy also considers the addition of a new priority, “City Region Diplomacy” in response to the election of a Greater Manchester Mayor and the increased recognition of the role city regions play in driving international engagement.

It is also important to consider Greater Manchester's place in the world and our responsibility in delivery the global agendas of equality, sustainability and social cohesion. This strategy will be a firm commitment to the UN Sustainable Development Goals

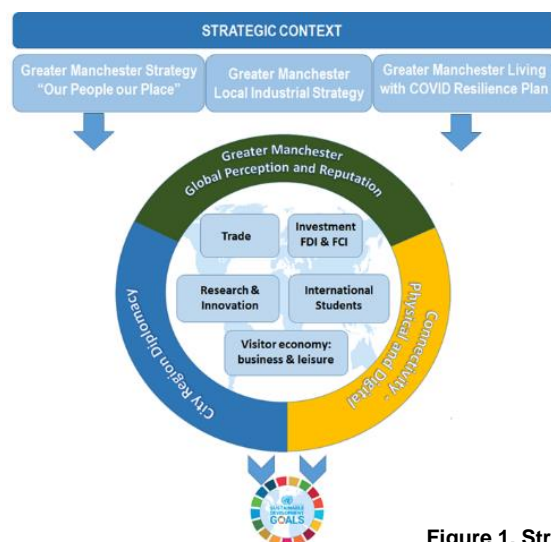


Figure 1. Strategic Framework

Appendix.1 – DRAFT – Greater Manchester’s One Year International Strategy – Living with COVID-19

Foreword

Greater Manchester is recognised internationally for its role in creating the modern world. Not only is the city region renowned for its inspiring history of world firsts, radical thinking and social value, but its rich sporting, musical and cultural offer continues to attract and delight visitors from across the globe.

As the birthplace of the industrial revolution, innovation runs in the city region’s blood. Greater Manchester is the place where the world’s first intercity railway was constructed; where the co-operative movement was pioneered; where the Suffragette movement was born, and where graphene was first isolated.

Our residents and leaders have always acknowledged and understood the importance of being globally connected, as well as the benefits of internationalisation, perhaps most clearly demonstrated by the creation of the Manchester Ship Canal, that allowed a city region 40 miles inland to become Britain’s third busiest port. Today, we are clear that our international links are vital to the city region’s prosperity, allowing us to do business, share and learn from our international partners. Our desire to connect, trade and collaborate with international markets has driven the transformation of our economy over the last 200 years and remains a key priority today.

Today, our city region is one of the most culturally diverse in the UK and is home to over 200 different nationalities. We recognise that this diversity is a significant asset as we look to global partners. Our international reputation draws talent and investment to our cities, towns and villages, attracting visitors, investors and students from around the world and we continue to pride ourselves on our reputation as an inclusive, welcoming, liveable and socially responsible city region, supporting our residents, communities and businesses to thrive locally, nationally and internationally.

The international landscape today is very different to 2017, when the last International Strategy was written. The UK has now left the European Union and due to the ongoing COVID-19 pandemic, global networks, trade and travel have been disrupted to an unprecedented degree. Nonetheless, the challenges we have seen in recent months have only served to reinforce our interconnectedness and have highlighted the importance of working across borders for the greater good. It is within this new global context that Greater Manchester’s refreshed international strategy re-states our commitment to becoming a top global city across our priority areas, re-affirms our openness to working with partners across the world and recognises the wider benefits of internationalisation.

1. Executive Summary

In 2017, Greater Manchester published a three-year internationalisation strategy, building on the city region’s international successes, outlining a long term ambition to become “A Top 20 Global City by 2035” and playing a critical role in delivering the ambitions of the Greater Manchester Strategy. This strategy measured our success against a series of international objectives including our attractiveness to global audiences as a place to invest, visit and study, increasing exports, securing direct routes and developing new partnerships overseas.

Despite an increasingly complex national and international landscape, the city region’s strong asset base, understanding of its sector strengths, clear strategy frameworks and a more coordinated and sophisticated approach to delivering activity has led to better performance

across our international priority areas. Today Greater Manchester's long history of international appeal and success is recognised globally. This international reputation draws talent and investment to our cities, towns and villages and our strong sporting and cultural offer draws in visitors from around the world.

The impact of COVID-19 has caused huge disruption to our global relationships and some of the key institutions at the heart of driving them. While the full implications are unlikely to emerge for some time, the initial impacts of COVID-19 have been widespread, affecting all of our priority areas. Our new relationship with the EU, the end of free movement and changes in national foreign and trade policy present us with new opportunities and challenges.

It is within this new and rapidly evolving context that Greater Manchester has agreed a one-year international strategy refresh, published in-line with our one year Living with COVID-19 Resilience Plan to address the most pressing challenges facing our international activity to support us in remaining globally competitive. These uncertain times present the region with an opportunity to reflect on our experience and performance in recent years, assess the initial, and ongoing impacts of COVID on our businesses and communities, learn what has worked and what has not and look to identify new opportunities.

The objectives of this one-year refresh are two-fold:

- Review our long-term international vision and enhanced strategic framework, identifying new and continued strategic objectives that supports the delivery of Greater Manchester's long-term ambitions in-light of new challenges and opportunities;
- Address the immediate and emerging issues brought about by COVID-19 and any challenges and opportunities emerging from the UK's new relationship with the EU.

Greater Manchester's new international framework builds on the 2017 strategy, recognising the interconnectivity and mutual dependence between our international priorities. To illustrate this, priorities have been grouped under two different categories – **Core Priorities** and **Enablers**.

- Core Priorities – Trade, Investment, Research and Innovation, the Visitor Economy (Business and Leisure) and International Students.
- Enablers - Connectivity (Digital and Physical), City-Region Diplomacy and Greater Manchester Global Perception and Reputation.

Core Priorities are the central blocks of internationalisation, adding economic value to the region, driving growth and creating jobs. **Enablers** help drive and deliver our Core Priorities, help us connect us with the world, learn from others, share our values and tell Greater Manchester's story well.

The new framework provides a blueprint for international engagement moving forward, bringing together a refreshed international vision, revised priorities and target markets under an enhanced strategic framework. This strategy will help drive growth, support recovery, make Greater Manchester more internationally competitive and in turn bring benefit to our residents and businesses.

Our international strategy builds on Greater Manchester's **reputation** as welcoming, safe and responsible place. We will work with our partners at home and overseas to deliver on our economic priorities and raise our profile internationally as a great place to visit, live, work and study.

The impacts of COVID-19 on Greater Manchester's international **connectivity** have been detrimental with a full recovery likely to take years. This strategy places connectivity as one of our priorities over the next year to support the re-establishment of direct routes with our key priority markets, working to ensure we can continue to trade and attract international visitors, students and investors to the city region and the North. The physical movement of students, talent and academics is also crucial for our universities and a vital ingredient to Greater Manchester's position as a significant research, science and innovation hub in the UK.

City Region **diplomacy** is an essential enabler for delivering our international ambitions. By leveraging the city region's recognised strengths, soft power assets and global connections, we will develop further links at a city region level to promote trade, investment and innovation collaboration, furthering policy and people-to-people exchange. Our innovation and social credentials have already received recognition from international bodies, including the UN. Looking forward Greater Manchester will continue to build on these credentials, working with other global city regions to deliver on global agendas of equality, sustainability and social cohesion, by using global frameworks such as the UN's Sustainable Development Goals.

Greater Manchester has strong partnerships across the world with partner city regions in Europe, China, India and United States. Over the next year, we will further strengthen and develop those relations to promote **trade, investment and research** partnerships that bring benefit to our partners, businesses and communities. We will also monitor the opportunities that may emerge from national government's new trade negotiations and the UK's new relationship with the EU, strategically leveraging new partnerships and connections with other city regions and countries.

Greater Manchester's unique spirit, shaped by generations of residents from all parts of the globe, built on a fusion of cultures, talent and creativity, supported by an internationally competitive economy are what make Greater Manchester the global city region it is today. By bringing these strengths, assets and ambitions together under the framework of the refreshed international strategy, we position ourselves in the best possible way to achieve our global ambitions and support our recovery from COVID-19.

2. Ambition

Our long-term vision for Greater Manchester is to become an internationally recognised centre of visionary thinkers, innovative businesses and entrepreneurs, a place where our businesses trade and thrive internationally and our frontier sectors attract investment from across the globe. A place that recognises the benefits internationalisation can bring its residents and promotes its strong values on an international stage.

Our long-term ambitions are to:

- Raise the profile of Greater Manchester as a safe, welcoming and diverse city region and one of the best places in the world to live, visit, study and invest;
- Build a globally competitive city-region by increasing trade, foreign investment and fostering business development and cross-border partnerships that support our local growth ambitions and bring benefits to local businesses and residents;
- Position Greater Manchester at the forefront of innovation, with cutting-edge research and visionary thinkers, a place where ideas turn in to solutions and are shared with the world;

- Establish Greater Manchester on the global stage, and raise its reputation as an international responsible city region that places people and our natural environment at its centre, and recognises the value of working towards shared Global Goals.

This strategy, developed in consultation with partners across Greater Manchester and the UK; it builds on our ambitions set out in the 2017-2020 Greater Manchester Internationalisation Strategy and outlines a revised vision and our refreshed long-term international ambitions. Given the significant short and medium term challenges brought about by COVID-19 and other global developments, this one-year strategy also outlines short to medium term strategic objectives to respond to the most pressing challenges.

3. A New Context – New Challenges and Opportunities

Since the publication of the 2017 Internationalisation Strategy, the local, national and international landscape has changed dramatically. The launch of the Greater Manchester strategy and the Local Industrial Strategy, the election of our first Mayor, the UK's exit from the EU and one of the biggest health and economic crisis of our times. This new context has changed the foundations and principles of Greater Manchester's international engagement.

Global: COVID-19

In March 2020 as the challenges of COVID-19 emerged, much of Greater Manchester's international activity was paused. An impact assessment, completed in April indicated the adverse impact of the pandemic and the subsequent travel restrictions were having on all of our international ambitions, including:

- Drop in Exports - UK export performance decreasing 8.5% in Q1 compared to last year;
- Fall in Investment – 30% to 40% reduction in investment in 2020 globally due to the emerging economic recession¹;
- Reduced passenger numbers at Manchester Airport - to approximately 1000 per day in April compared to a 90k daily average in peak season;
- A significant fall in both business and leisure visitors;
- Drop off in international students – initially expected to be between 50% and 75% across the UK;

National: UK Foreign Policy

Following the UK's departure from the EU, national government is developing and negotiating its independent international policy including the development of a new export and investment strategy due to be published in summer 2020. At the centre of the UK's new international policy is its future agreement with the EU and the development of free trade agreements with Australia, New Zealand, the US and Japan.

The UK government also recently announced its desire to join the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) as well as developing an enhanced trade partnership with India (India-UK Joint Economic and Trade Committee - JETCO). India is expected to become the third largest economy by 2030 and presents significant growth opportunities for the city-region.

Wherever possible, we will align our global markets and international ambitions with those of the UK Government. We will continue working jointly with the UK Foreign Commonwealth and Development Office, the Department for International Trade and other key government departments as well as national agencies to exploit our international shared objectives and work in partnerships where there is mutual benefit.

Local: Mayoral Combined Authority

The success of Greater Manchester and its devolution story is well-known around the globe. In recent years we have seen an increasing number of requests from key global players wanting to learn from Greater Manchester's devolution journey, and more importantly, interested to work closely and to do business with local partners.

Going forward, we will strategically leverage these connections, prioritise partnerships and cities to ensure that we deliver practical benefits from those relationships. We will work with other partners across the Northern Powerhouse region, including other Mayoral Combined Authorities to identify shared international priorities and global markets where we can share resources and work together.

4. Internationalisation, Growth and Productivity

Greater Manchester is a city region that recognises internationalisation has a transformational impact on the productivity and prosperity of our city region, unlocking growth opportunities for our businesses and institutions, helping to create and sustain good quality jobs for the residents of Greater Manchester. Exporting supply chains, high value foreign investment and capitalising on our key assets and competitive advantages are three international growth opportunities the city region has identified to unlock this growth².

Business that trade internationally are more resilient and competitive than those that do not. It is estimated that exporting alone presents millions of pounds of untapped economic productivity. Foreign-owned firms in Greater Manchester are more productive, invest more readily in skills and are more likely to export. The promotion of our core strengths and key assets internationally helps to attract leading global companies and top talent, supporting Greater Manchester to become world leading, achieve our sectoral ambitions and growth aspirations.

Although the monetary value of a successful international strategy is difficult to quantify due to its wide scope and varying benefits, there is overwhelming evidence of the catalytic impacts international trade, investment, research, visitors and students have on Greater Manchester. The economic disruption caused by COVID-19 has been felt across the entire city region, a strong international strategy can play a role in supporting elements of economic recovery, ensuring Greater Manchester remains relevant on an increasingly competitive international stage and drives international priorities which bring substantial benefits to our residents.

5. Progress

Greater Manchester is a city region with a long history of international appeal and success. Over the previous 2017 to 2020 International strategy period, improvement has been made across all our international priority areas. The city region's strong asset base, understanding of its sector strengths, clear strategy frameworks and a more coordinated and sophisticated approach to international delivery has led to better performance and position.

In 2019, Greater Manchester was recognised as the Best UK City to Live by the Economist Global Liveability Index for the 5th year in a row as well as the Best UK City for Business in 2019³. Our thriving start up environment has led to the Start-Up Genome identifying Greater Manchester as a Top Ten Emerging Global Centre for Start Ups (joint with Liverpool).

Other highlights include:

- From 2013 to 2018 International business visitor numbers increased by 46% and leisure visitors by 31%, increasing Greater Manchester's UK market share by 38%, 22% ahead of UK average⁴;

- Over the last three years FDI has contributed over £524m⁵ to the local economy and Greater Manchester has maintained recognition as the most popular regional UK destination outside of London for FDI projects;
- An increase of international students from 14% to 19% of the total student population⁶;
- Over £6.8bn worth of exports and imports from Manchester Airport alone in 2019⁷;
- The establishment of a 3 year partnership between Visit Britain and Marketing Manchester, the first non-nation deal of its kind to target international visitors leveraging Greater Manchester's Gateway to the North branding to support the delivery of campaigns on behalf of nine Northern destinations;
- Further development of the Manchester China Forum and launch of the Manchester India Partnership, two examples of the region taking a unique, long-term approach to developing its relationships with high growth markets;
- The successful delivery of three Mayoral led "Team Manchester" missions to the US, China and India with the India mission alone securing seven pipeline projects estimated to create more than 600 jobs for Greater Manchester.

6. A Strong Foundation

6.1 A Diverse Population

Greater Manchester is a place where social diversity and inclusion sits at its heart.. Our people and diverse communities are our greatest asset and central to being an inclusive city region where everyone and every place can succeed.

The birth place of women's suffrage, the co-operative movement and trade unions, we have a proud history of welcoming and supporting people from different communities to make Greater Manchester their home. Currently home to 2.7 million people, 34% of Greater Manchester residents are aged between 16-24 and 30% are BAME. Despite our young and vibrant population, we also has a fast growing ageing population. We celebrate the fact that we are living longer and the opportunities that brings for us individually and as a society. Is this for this reason that Greater Manchester was recognised as the UK's first age-friendly city-region by World Health Organization in 2016.

Over 200 languages are spoken by our communities, making us the most linguistically cosmopolitan city-region in Western Europe. Our largest ethnic community group is of Pakistani heritage (5% of population), followed by Indian, Irish, Bangladeshi and Chinese ethnic groups.

We work with these communities and groups to showcase their diversity in many different ways, including a wide range of celebrations and annual festivals bringing communities together to share and celebrate what makes us different. Some of these annual events include the UK's longest running Pride festival, Chinese New Year, the Manchester Irish Festival and St Patrick's Parade, the Diwali celebrations (the largest in North of England), the International Women's Day Programme, the Manchester Refugee Cultural Festival, the Mega Mela, the Caribbean Carnival, Sparkle Weekend, Disability History Month, and many others.

Greater Manchester recognises diversity is its biggest asset and will continue to strive for equality of opportunity for all its citizens to ensure that everyone and every place can succeed.

6.2 A Strong Sector Base

Greater Manchester's economy is one of the most economically diverse in the UK with over 124,000 businesses; our biggest employers operate in Financial and Professional Services, Wholesale & Retail and Health and Social Care. Other significant sectors include Construction, Digital and Creative, Hospitality, Tourism, and Sport, Manufacturing and Logistics⁸.

Business start-up rates in Greater Manchester have improved sharply since 2008 and is now one of the best performing city regions outside of London for business births. Our excellent academic institutions, with sector strengths in health innovation, advanced materials and digital technologies, underpin our innovative ecosystem of companies. In recent years, large corporates and innovative high growth SME's have chosen to invest in Greater Manchester due to its increasingly recognised reputation as an innovative, diverse, well-connected and outward looking city region.

The Greater Manchester Local Industrial Strategy published in 2019, in partnership with national government sets out our vision for the future building on our recognised strengths. In the long term, we aspire to become a global leader on health innovation, position ourselves as a leading place for the development and adoption of advanced materials in manufacturing and build on our reputation as a leading European digital city. Greater Manchester also aspires to build on its strengths in low carbon technology and achieve carbon neutral living by 2038.

While we have a strong business and talent base locally, central to delivering our future economic vision is the our ability to connect with the world, promoting our strengths, attracting investment, driving international research collaboration and increasing our export propensity across our priority sectors.

6.3 Unique Assets

Building on our sectoral strengths, Greater Manchester benefits from key assets that contribute to our unique position within the regional, national and wider global economy. The dynamic regional centre, lies at the core of the conurbation and is home to the city region's largest concentration of **economic activity**. It contains the largest office market outside of London and encompasses an internationally significant cluster of digital and creative activities including at Salford Quays/MediaCity UK and Corridor Manchester/Northern Quarter. Stretching outwards from the regional centre, and benefitting from the agglomeration of activity at the core is a wider economic area including Trafford Park, one of Europe's largest industrial parks. Alongside this sits the conurbation's town centres, important locations for shops, services and local employment, and increasingly important as places to live. Greater Manchester has **8 principal town centres**, 20 smaller towns and over 50 further significant local and suburban centres.

Manchester Airport is the UK's third largest regional airport, making Greater Manchester the global gateway to the North, facilitating trade, cultural and visitor economies. The Airport's freight terminal imported and exported cargo totalling over £6.8bn in 2019, the further development of Airport City is creating one of the North's largest logistics clusters.

Greater Manchester's five **Universities and knowledge economy** result in a globally significant concentration of science, research and innovation assets. Corridor Manchester is the strongest single location with its concentration of universities, NHS and private sector assets, whilst leading research is also undertaken at the universities of Salford and Bolton as well as public/private facilities across the city-region. Greater Manchester has particular strengths in:

- *Health Innovation* - with the largest concentration of health research nationally outside of South East of England;
- *Advanced Materials* - world leading science around the National Graphene Institute and the Graphene Engineering Innovation Centre as well as the Sir Henry Royce Centre and BP-ICAM;
- *Digital, Creative and Media* – globally recognised clusters in broadcasting, content creation and media, and cyber security. The city-region also has one of the largest student populations in Europe, just under 100,000 people studying across its five Higher Education Institutions.

A vibrant cultural offer is vital for any global city and Greater Manchester boasts an **internationally renowned cultural and sporting** identity. The region is home to national assets such as: The theatre at the Lowry and The Royal Exchange; galleries at Manchester Art Gallery and the Whitworth; the conurbation's world renowned music scene; new, original works at the Manchester International Festival and Factory; the Halle orchestra: globally leading football and rugby league clubs including Manchester United and Manchester City; and world-class sporting facilities for cycling, cricket, and swimming.

6.4 A Coordinated Approach to Delivery

Innovative forms of cooperation between Greater Manchester's private and public sector mean we continue to be an example of effective leadership with a co-ordinated approach to delivery for the Northern Powerhouse, the UK and the World.

Devolution has enabled a more co-ordinated approach to delivery across the city region with greater alignment of strategic planning and investment. The **Greater Manchester Strategy, Our People, Our Place**, developed by partners, sets out the shared city region vision: "...to make Greater Manchester one of the best places in the world to grow up, get on and grow old".

This coordinated approach has led to the development of further Greater Manchester strategies including the Local Industrial Strategy, GM Digital Blueprint, Cultural Strategy and Five Year environment Plan, all of which state the desire for top level international recognition and recognise the importance of international collaboration.

This coordinated cooperation has resulted in a strong group of international delivery organisations including the inward investment agency MIDAS, Greater Manchester Chamber of Commerce, The Growth Company, Marketing Manchester and the Greater Manchester Local Enterprise Partnership who support the delivery of the city region's international engagement, aligning priorities to our local growth ambitions.

7. Enhanced Strategic Framework

The refreshed international strategy builds on the priority areas from 2017, with its core outputs of trade, investment, tourism, research and innovation and international students remaining broadly the same. To illustrate the close synergy and inter-connectivity between different priorities the new strategic framework groups the city region's eight priorities in to two different categories - **Core Priorities** and **Enablers**.

Core Priorities are defined as the central blocks of the internationalisation. They play a key role in adding significant economic value to the region, are easily measured by specific metrics and indices, drive growth and create jobs.

Trade	Investment FDI and FCI	–	Visitor Economy leisure business	–	and	Research and Innovation Capabilities	International Students
<p>Enablers are what gives Greater Manchester its competitive edge and make us unique. They help us connect with the world, learn from others, share our values, and tell Greater Manchester’s story well.</p>							
Global Perception and Branding		Connectivity (Physical and Digital)			City-Region Diplomacy		

Across each priority, strategic objectives have been agreed. Some take on a short-term timeframe in response to addressing the issues arising from COVID-19 and the EU Exit. Recognising the long-term strategic vision and complexity of delivering an international strategy, other strategic objectives are long term and will be carried over and re-considered in the full strategy refresh next year. Where appropriate strategic objectives from the 2017 to 2020 strategy have also rolled over in to this one-year strategy to support the continued development and delivery of Greater Manchester’s international ambitions.

Given Greater Manchester’s commitment to building back a fairer, greener and more equitable society, the one-year refresh also considers Greater Manchester’s place in the world in delivering the global shared agendas of equality, sustainability and social cohesion. We will use the United Nations Sustainable Development Goals (SDGs) as the framework to focus our international ambitions around inclusion, equality and sustainability.

The SDGs provide a common and cohesive global narrative on rebuilding better economies. We will work with local partners to measure and report progress on the SDGs using a similar format to that used by nations reporting progress to the UN.

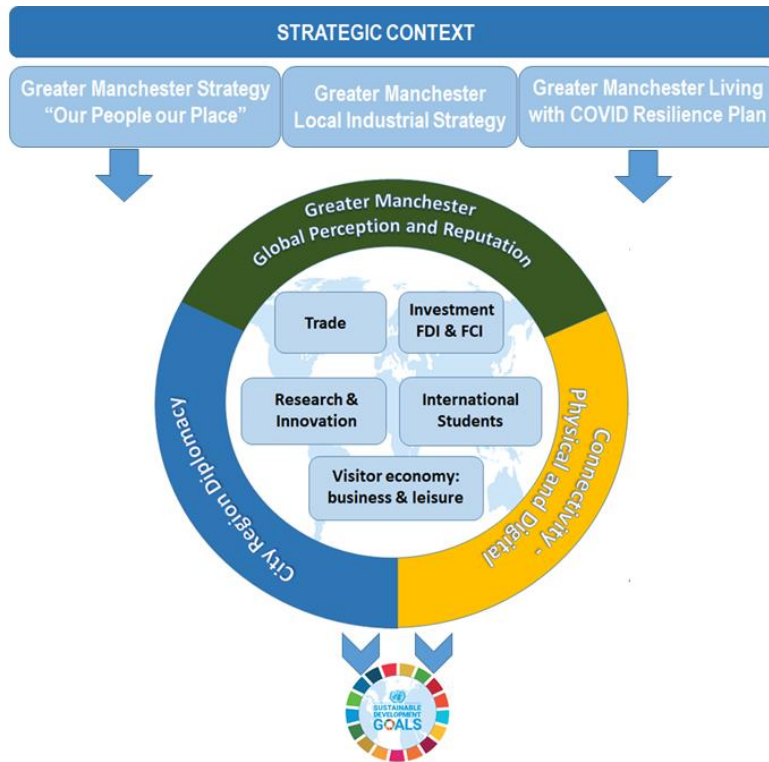


Figure 2. Strategic Framework

The Greater Manchester International Strategy Refresh has been informed by and will complement our other local strategies including the Greater Manchester Local Industrial Strategy and the Greater Manchester Strategy ‘Our People, Our Place’. This strategy will also be considered in the delivery of the Greater Manchester Living with COVID Resilience Plan to ensure alignment of relevant priorities and actions.

8. Strategic Priorities

8.1 Trade

The Greater Manchester Independent Prosperity Review highlights that Greater Manchester’s exporters are more likely to have much higher productivity than non-exporters across all business age groups and size of firms. Growth in trade export performance is central to improving productivity, living with, and recovering from the COVID-19 pandemic and ensuring the benefits of internationalisation are felt across the city-region.

In 2017, Greater Manchester set the target of increasing export performance by £900m by 2020 to a total of £6.25bn. Despite the uncertainty over the last few years, the city region’s businesses have continued to look for new opportunities to trade with international markets and exports rose by 1% in 2018 to total over £6.8bn with the number of exporting businesses in 2018 reaching 13,043, an increase of 8% from 2017⁹.

Sector	Value of Exports	Country	Value of Exports (£)
Machinery and Transport Equipment	£1.8bn (27%)	Germany	820m
Miscellaneous manufactured articles	£1.6bn (24%)	Irish Republic	714m
Chemicals and related products	£1.3bn (20%)	USA	633m
Manufactured Goods	£0.9bn (14%)	France	455m
Food and Live Animals	£0.5bn (7%)	Netherlands	339m

Table 1. Greater Manchester Export Summary (Goods) – Top Sectors and Markets in 2018¹⁰

Over the last three years, Greater Manchester has maintained strong trading relationships with its top trading partners but also has also seen substantial growth in markets such as Canada, Vietnam and Australia.

Due to the mix of the city region’s business base, Greater Manchester performs well in service exports, particularly in services such as Finance and Insurance, Information and Communications and Professional, scientific and technical activities (including Real Estate). While international trade data for services is currently limited, it is estimated that in 2017 Greater Manchester was the eighth largest exporter of services, totalling £8.2bn¹¹.

New Challenges and Opportunities – COVID-19 and EU-Exit

The new context we find ourselves is arguably one of the most complex for generations. Shrinking economies, dampening demand, re-shoring of supply chains and an emerging trend

of hyper-localisation means the global trading landscape is more challenging and uncertain for new and experienced exporters alike.

The impact of COVID-19 on trade emerged early on in the pandemic with local businesses facing high shipping costs due to a reduction in freight services and manufacturing bottlenecks. Flight restrictions and the inability to travel is also causing significant challenges for some businesses trading overseas. While the true implications of COVID-19 on global trade are unlikely to appear for some time, experts predict that global trade is likely to decline between 13% and 32% this year¹². Data published by HMRC earlier this year shows that in Q1 of 2020 total exports were down 8.5% and imports down 12% on the same period last year although more recent statistics show exports are starting to recover as business returns to normal. A fall off in Greater Manchester's total exports is to be anticipated due to many of the city region's key export markets such as the US and Europe suffering from the impacts of COVID-19.

The UK's departure from the single market on the 31st of January 2020 may create new uncertainty for Greater Manchester's Exporters. Currently, 8 out of 10 of our strongest trading partners are with the EU with experts anticipating increased border and custom requirements for goods, which may initially result in border delays, additional admin and inventory build-up. Greater Manchester is committed to working with our partners and businesses to ensure they are prepared for any new processes and procedures to prevent supply chain challenges, additional costs and ensure export levels are sustained. While the UK's departure from the EU will result in changes and present new challenges, new national foreign policy presents the opportunity for Greater Manchester businesses to have new trading terms with markets such as Japan, the US and Australia and support our market diversification.

Looking Forward

Despite the current uncertainty, insight shows us that Greater Manchester businesses are continuing to look for growth opportunities overseas with 50% of 600 surveyed businesses by The Growth Company indicating a desire to explore new international markets.

The Greater Manchester Local Industrial Strategy recognises that exporting businesses are more productive and resilient than those that do not and that better coordination of export support services are required to improve export productivity in under-performing sectors including Health Innovation and Creative, Digital and Tech. In the digital future, competitor firms will be global, it is more important than ever to support our businesses to unlock export productivity. The city region also has a strong service sector with recognised untapped exporting potential. Further work is required to understand our business base and the specific opportunity areas.

As we adapt to live with COVID-19 and look to recovering from the arising economic challenges, we must look to further understand our business base and its exporting potential, and streamline our support services to encourage and support internationalisation.

National governments on-going Free Trade Negotiations, once finalised, present opportunities for some of Greater Manchester's industry base, particularly the US and Japan. In the short term however, due to strong existing links, the city region's immediate economic interests are served working with our strongest partners such as the US and markets closer to home such as countries within the EU. Priority lies in supporting our businesses to understand and overcome the challenges EU exit may present for their business in order to retain our market share.

COVID-19 however, has brought to light the associated risks that an over dependence on specific markets can create and resulted in a seismic shift to global trade patterns. Longer term, Greater Manchester must remain up to date on future trade agreements, understand the opportunities they may present for our businesses as well as monitor global trading patterns with the long-term ambition of diversifying our top trading markets to more effectively spread risk.

Over the next year Greater Manchester aims to maintain its 2018 export value of £6.8bn. To achieve this, Greater Manchester will work alongside the Department of International Trade and with local export delivery partners such as the Greater Manchester Chamber of Commerce and The Growth Company, supporting existing exporters and enabling new businesses to access opportunities overseas.

Strategic Objectives

- Work with national government on the development of their new national export strategy and regional export strategy, coordinating efforts to identify sector and market opportunities for the city region;
- Support our exporters to address the challenges emerging from EU Exit and COVID, ensuring where possible, we maintain export market value share within our top markets such as the EU, the United States and China;
- Monitor the development of UK Free Trade Agreements and global trends, exploring and identifying opportunities to diversify Greater Manchester's International trading markets to countries such as India, Japan, the Middle East and Australia;
- Coordinate efforts across Greater Manchester to improve our international trade intelligence, including better understanding the opportunity that lower exporting sectors and the international trading of services presents for increasing our export productivity;
- Continue working to create a fully integrated business export offer through strong joint working with the Department for International Trade, Greater Manchester Chamber of Commerce and the Business Organisations in delivery planning, sharing of sector/market expertise and maximising 'Northern' export presence at key missions and events, maximising the level of intensive support to exporters and ensuring they have the tools and resources to expand into new markets;
- Develop and enhance existing relationships with the UK's priority markets including the US, Japan and EU, leveraging the region's existing relationships and city-to-city links to support Exporters to access new opportunities overseas;
- Explore the opportunity that national government's new Freeports policy presents for Greater Manchester as a means of supporting export growth.

8.2 Investment

Foreign Direct Investment

Over the last three-year's Inward Investment from foreign companies has resulted in the creation of 7,484 jobs and added over £524m to the city region's economy¹³. Although investment trends are likely to be impacted by COVID, investment is a key tool for re-capitalising and re-invigorating Greater Manchester's economy, continuing to drive job creation, enhance our business environment and support the delivery of our growth strategies.

According to the EY annual Attractiveness Survey, Greater Manchester is the second most attractive place for Foreign Direct Investment (FDI) after London¹⁴, receiving 5% of the UK's total FDI market share. While this is 16 times lower than that of London, Greater Manchester continues to rise up the value chain with the average project value in GVA terms rising year on year.

Country	Projects	New Jobs	Safeguarded Jobs
United States	45	3489	726
Germany	18	932	545
India	15	792	25
Netherlands	8	299	
Spain	7	260	90
Australia	7	88	1
China	7	194	
Sweden	6	240	15
Ireland	4	165	
Canada	4	163	

Table 2. Greater Manchester's Top 10 FDI Markets (2017 to 2020)

The Department of International Trade's Annual Investment Report published in July 2020 indicated that the UK's Top FDI source markets were reflective of Greater Manchester's although other parts of the UK have a large number of projects from Japan.

Sector	Projects	Jobs
Manufacturing	48	1441
Technology	36	2112
Financial and Professional Services	18	1407
Creative and Digital	16	298
Life Sciences	16	686
Business Services	6	589
Construction and Engineering	6	166
Energy and Environment	5	143
Logistics	4	643

Table 3. FDI Sector Breakdown (2017 to 2020)

In recent years, as technology has become pervasive across all industries the sector has become one of the city region's largest job contributors, as digital transformation of industries

accelerates, this is only set to continue. The city region's successes in manufacturing derives mainly from the expansion of existing investors with new projects being challenging to secure due in part to EU Exit and the current availability of large sites, which the Greater Manchester Spatial Framework will address.

Foreign Direct Investment and COVID

In April 2020, the United Nations Conference on Trade and Development (UNCTAD) predicted a 30% to 40% reduction in investment in 2020 with energy, basic materials, airlines and the automotive sector suffering hardest. A major decrease in GDP for major economies is expected to impact FDI flows and any prolonged recession in addition to further challenges caused by EU Exit may undermine our competitiveness as an investment destination.

Despite the ongoing challenges of COVID, a potential uplift in certain sectors including Biotechnology, E-Commerce and Cyber is anticipated as well as new opportunities emerging as a result of a shift to "localisation" and companies begin to re-shore facilities to address future supply chain challenges¹⁵. COVID-19 has also caused a seismic shift in workplace strategy with global companies such as Google, Twitter and RBS informing staff to work home for the foreseeable future. Recent MIDAS project successes indicate a shift with some businesses choosing to invest in the city region through people rather than property. Changes in workplace strategy such as these are likely to continue over the next year although it is too early to predict future trends and understand the broader implications these may have spatially, on footfall and the real estate market.

Foreign Direct Investment and EU Exit

Prior to the outbreak of COVID-19, the UK's departure from the EU was proving to be a challenging obstacle for attracting investment in to the city region. Since the referendum, Manchester's Inward Investment Agency (MIDAS) noted a doubling of the sales cycle between project identification and closure (between 9 and 18 months). The political uncertainty over the last three years meant this sales cycle continued to lengthen.

The uncertainty surrounding the UK's Free Trade negotiations may result in reduced investment flows until the details of agreements emerge. Free Trade Agreements (FTA's) with markets such as Australia and Japan may present an opportunity for the city region due to rising project numbers nationally. Greater Manchester will continue to monitor the opportunities the details of these FTA's presents and respond appropriately although not use these as a primary driver for priority market selection.

Looking Forward

Greater Manchester's long-term ambition is to become a consistent Top 10 global location for FDI attraction, with an emphasis on creating high value inclusive jobs across the 10 Local Authorities. Given the rapidly changing business environment and continuous global uncertainty, there are likely to be short, medium and long-term challenges and opportunities that emerge in certain sectors and markets in coming years which will require close monitoring.

In the present climate, the core industries that Greater Manchester prioritises through the Local Industrial Strategy including Low Carbon, Digital and Health Innovation appear to be on a growth trajectory. Greater Manchester will continue to promote the below sector specialisms to a target audience of corporates and high growth SME's.

Sector	Sub Sectors Focus		
Financial and Professional Services (FPS)	FinTech (Payments)	Banking	Professional Services
Creative, Digital and Tech (CDT)	Cyber	E-Commerce	A.I/Data
Industrial	Advanced Materials	Industry 4.0	Low Carbon
Life Sciences	MedTech	Healthy Ageing/AgeTech	Digital HealthTech

Table 4. Priority FDI Sectors and Sub Sectors

Market	Sector
United States	FPS, CDT, Life Sciences, Industrial
Europe (Germany, Netherlands, Sweden, Ireland and Spain)	FPS, CDT, Life Sciences, Industrial
India	FPS, CDT, Life Sciences, Industrial
China	CDT, Life Sciences (Precision Medicine) and Industrial (Materials)
Australia	FPS
Japan	Life Sciences, Industrial

Table 5. FDI Priority Markets and Sectors

Strategic Objectives

- Work across Greater Manchester to re-instil confidence in the investor community, rebuilding Greater Manchester’s reputation as a top destination to live, work and invest with investment opportunities for businesses across a range of sectors including Creative & Media, Digital & Tech, Advanced Manufacturing, Clean Growth and Health Innovation;
- Continue to monitor short term trends and implications emerging from COVID-19 and the UK’s departure and the EU on FDI, identifying any challenges and future opportunities ensuring the city region’s FDI strategy is steered accordingly;
- Coordinate efforts across our business support organisations to protect our existing investor base, offering support where possible to minimise job losses, providing solutions for redeployment and identifying potential expansion projects;
- Work with national government on the development of the new national investment strategy to support the levelling up agenda and ensure a fairer distribution of foreign investment across UK regions – over the next three years we aim to increase our share of UK investment by 8%, addition approximately £114m to the city region’s economy;
- Increase the proportion of high value jobs to improve the city region’s productivity and support Greater Manchester’s inclusive outcomes;
- Translate the city region’s strategic vision in to strong sector propositions and defined market opportunities for international investors and businesses through the development of new propositions around emerging sectors such as Clean Tech, Digital and Cyber, including working with government on the delivery and roll out of additional High Potential Opportunities (HPO).

Foreign Capital Investment

The current evidence base for Greater Manchester's Foreign Capital Investment (FCI) is incomplete and largely driven by the large-scale investments in major property schemes – rather than venture capital - type investment and investment in to research - giving us an unclear picture of the full nature and scale of FCI in Greater Manchester. Although figures are hard to measure and track, estimates indicate that over the previous strategy period capital investment in to property totalled over £4bn, primarily originating from the UAE, Hong Kong and Mainland China.

Like with Foreign Direct Investment, COVID-19 and EU Exit will likely result in a drop off in FCI flowing in to Greater Manchester although some experts believe a depreciated pound and struggling economy may lead to opportunistic investment from certain investors, which Greater Manchester must monitor closely. Pre-COVID the region was beginning to see an increase in investors, primarily from China, Japan and Hong Kong exploring opportunities to diversity investments from property in to local venture capital and investor funds.

To date there has been limited local coordination of FCI across Greater Manchester, with Local Authorities and organisations such as MIDAS (including the Manchester China Forum) engaging only on high value strategic projects such as FECIL's Northern Gateway. Greater Manchester has worked closely with the Department of International Trade on developing new international FCI relationships, providing local support when interest develops.

In the context of living with, and recovering from COVID-19, Foreign Capital Investment presents an opportunity for Greater Manchester to drive investment in to local infrastructure projects, growth funds, innovation hubs and future property developments.

8.3 Research and Innovation

Innovation has always been at the heart of Greater Manchester, the city region has an impressive history of “world firsts” with innovation embedded in our culture. As recognised in our Independent Prosperity Review, the city region is home to a strong integrated innovation system with strengths in areas such as Health Innovation, Digital, CleanTech and Advanced Manufacturing/Materials as well as leading academics in Global Inequalities.

Despite our strengths and strong history, there is further opportunity to leverage Greater Manchester's significant science and innovation assets internationally and translate our R&D excellence in to economic growth. By increasing our international research collaborations and connecting our innovation ecosystems with global equivalents more effectively we will position Greater Manchester as an innovative city region that partners with global players, to turn ideas into business opportunities, and become a place where solutions to societal challenges are developed tested and commercialised.

Greater Manchester is a nationally leading city-region for the application and delivery of research innovation partnerships. Our Universities are the main participant in EU programmes however in recent years the region has seen an increase in private sector SME's and public sector bodies participating in transnational research and innovation projects. Latest EU figures suggests that Greater Manchester institutions have been involved in over 440 cross-border research and innovation partnerships in the last seven years, with an investment value of €238,110,075 (£213,941,902).

The two main drivers of Greater Manchester's Innovation and Research priority are:

- The 2019 Local Industrial Strategy sectors and our Grand Challenges
 - Sectors - Health Innovation, Advanced Materials, Clean Growth and Digital

- Grand Challenges - Artificial Intelligence and Data, Clean Growth, the Future of Mobility and the Ageing Society
- The National International and Innovation Strategy.

Research and Innovation – COVID-19 and EU Exit

Early on in the COVID-19 crisis, mitigation measures and social distancing have affected the work of researchers and research groups making lab work and international travel challenging. Feedback from our universities suggests that international research and partnership dialogue continues, indicating an appetite to continue collaborating despite the ongoing challenges of COVID-19.

The Department for Business, Energy and Industrial Strategy (BEIS), supported by UKRI and Universities UK, has recently launched a survey to understand the implications of the COVID-19 pandemic on the activities of researchers with results expected in September.

The outcome of the UK-EU negotiations remains a concern for Greater Manchester's research and innovation players due to the uncertainty surrounding funding. The UK's participation in the future R&D and Innovation EU programme, Horizon Europe has been one of the main sources of funding for research partnerships over recent years.

Case studies

GrowGreen is a Horizon 2020 funded project led by Manchester City Council aimed to create climate and water resilient, healthy and livable cities by investing in nature-based solutions. The project involves partners from Manchester (UK), Valencia (Spain), Wroclaw (Poland), Wuhan (China), Brest (France), Zadar (Croatia) and Modena (Italy). Website: <http://growgreenproject.eu/i>

MARIO was a project addressing challenges of loneliness, isolation and dementia in older people through innovative and multi-faceted inventions delivered by service robots. Funded by Horizon 2020, the project assembled a team from Stockport Council together with international experts from academia, industry and dementia groups from Italy, Ireland, Germany and Greece. Website: <http://www.mario-project.eu/portal/>

Looking Forward

The 2017 Internationalisation Strategy measured our international research reputation based on our universities performance on international ranking tables. Looking forward Greater Manchester must broaden its international ambitions for research and innovation, supporting the delivery of the Local Industrial Strategy, responding to our Grand Challenges and working with international partners to support the commercialisation of research both in the UK and internationally.

Strategic Objectives

- Position Greater Manchester as an innovative and ambitious city region committed to solving societal challenges through science and technology;
- Attract investment and talent in to Greater Manchester's leading research areas and innovation assets, leveraging the impact of investment to support the strategic needs of the Greater Manchester economy;

- Foster international research and innovation partnerships and promote our research and innovation capabilities globally;
- Promote Greater Manchester as a top location for global companies to establish their R&D operations across the city region’s frontier sectors;
- Lobby national government to ensure the UK’s participation in the Horizon Europe Programme (2021-2028)
- Develop City-to-City collaborations and cluster partnerships that promote collaboration between institutions, innovation hubs and businesses and connect international scale up programmes to support cross border R&D;
- Explore the opportunity to develop soft landing platforms locally for international businesses and partner with international landing hubs in our priority markets to support Greater Manchester’s businesses access and establish new operations overseas.

8.4 Visitor Economy (Business and Leisure)

In 2019, tourism contributed £9bn to Greater Manchester’s economy, sustaining over 101,000 jobs. Conferences alone contributed £862m spend, indicating the significant economic contribution both business and leisure tourism make for the city region’s economy.

Visits have grown consistently since 2008 with visits increasing 38% between 2013 and 2018, 22% ahead of the national average. Other achievements over the last three years include:

- Securing a first of its kind devolved regional tourism agreement with Visit Britain to deliver campaign activity for the North of England in our role as gateway to the North;
- Securing a £1m marketing partnership with New York and Company, a first of its kind between a UK city region and New York;
- The publication of the Greater Manchester Business Tourism Strategy (2019 to 2025), which delivered jointly with industry, sets out the city region’s ambition to be a leading conference destination.

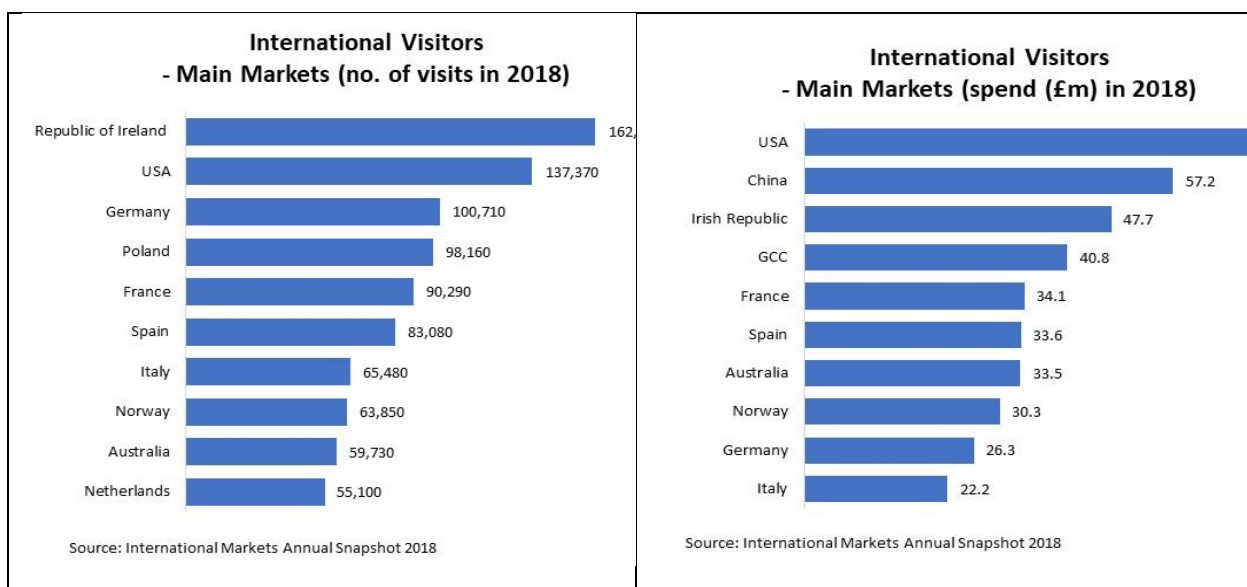


Table 6. Greater Manchester’s Visitor Economy Breakdown (2018)

While Europe and the United States tops Greater Manchester's international visits list in terms of volume, the last decade has seen more rapid growth from the rest of the world particularly Asia and North America with China and the Gulf Cooperation Council (GCC) joining the US in our top four visitor spend markets. The city region has seen growth in visitor value and volume, however, the share of international visits to the UK is dominated by London, receiving 53% of all visitors to the UK¹. Greater Manchester as a gateway to the North and alternative gateway to the UK has an important role to play in levelling-up the economy by increasing tourism share outside of London.

COVID and the Visitor Economy

Since lockdown measures were introduced, the visitor economy sector has been heavily impacted. The effects of lockdown are severe and far-reaching on tourism operators, employees and wider supply-chains. The city region's previously buoyant tourism industry is anticipated to have lost 47% of economic value by August this year with wide spread business conference cancellations and hotel occupancy down 65%¹⁶.

It is widely recognised that recovery of the visitor economy will take longer for city region destinations. Limited route connectivity between Manchester and our top travel markets make accessing Manchester challenging and there is still much uncertainty about how quickly visitor attractions will be able to operate at capacity including events, concerts, sport matches, nightlife and broader corporate travel.

Looking Forward

Despite the challenges of COVID-19, the ambition continues for Greater Manchester to be "A world class visitor hub for business and leisure tourism". Immediate priorities focus on building on recent successes and looking to support the sustainability and recovery of the sector.

In the short term, priority will be given to activity that will restore confidence in Greater Manchester as a visitor destination. Activity will focus on generating business and investing in longer-term growth markets with additional emphasis being placed on growing the city region's international conference and events market. Longer term, in order to remain internationally competitive in both business and leisure tourism a significant step change is required to drive positive change for the future of Greater Manchester's visitor economy including Greater Manchester's hospitality, culture, music leisure and sports offer.

Ambition – Business Tourism - By 2025 Greater Manchester aims to increase business tourism earnings from £862m in 2017 by at least 40%, generating an additional £345m to the regional economy.

Ambition – Leisure Tourism - By 2025 Greater Manchester aims to be a global destination of choice for leisure visitors and trade partners, working to ensure that the economic impact and benefits of tourism are felt across the whole of Greater Manchester.

Strategic Objectives

- Support and sustain the visitor economy sector as we live with COVID-19 and then support the rebuilding and recovery, working with the private sector Local Authorities, other destination marketing organisations and Visit Britain to re-instil confidence in consumers to travel locally, nationally and internationally;

- Work with travel trade in-market to grow back passenger numbers and increase the number of international passengers arriving at Manchester Airport
- Retain and increase Greater Manchester’s International visitor market share as the alternative gateway to the UK;
- Support and sustain the business and conference sector as we live with COVID-19 and as we shift to rebuilding and recovery, identify and attract major new sporting and cultural events to be held in the city region as well as domestic and international business conferences and events that align with and reinforce Greater Manchester’s priority sectors;
- Promote Greater Manchester’s cultural, sporting and hospitality assets to gain further recognition as a vibrant global city region;
- Build on the successes of Greater Manchester’s devolved delivery contract with Visit Britain to secure a new sustainable structure focused on greater devolved delivery anchored around a new 10-year tourism strategy;
- Work with the Department of Culture Media and Sport (DMCS) to establish a network of Destination Marketing Organisations that improves the UK’s competitiveness and productivity within the Visitor Economy Sector.

8.5 International Students

Greater Manchester has the largest international student populations outside of London with over 19,000 international students across five universities from over 160 different countries. In 2018 and 2019, 19% of Greater Manchester’s total student population came from outside of the UK and made up 4% of the UK’s total international student population.

Rank	Market	%	Rank	Market	%
1	China	30	11	Greece	Less than 2%
2	Malaysia	4.67	12	Spain	
3	India	4.11	13	France	
4	Saudi Arabia	3.66	14	United States	
5	Romania	Less than 3%	15	Ireland	
6	Kuwait		16	Germany	
7	Nigeria		17	Korea	
8	Hong Kong		18	Pakistan	
9	Cyprus		19	United Arab Emirates	
10	Italy		20	Bulgaria	

Table 7. Top 20 International Student Markets in Greater Manchester (2018-2019)¹⁷

International students are not only a source of tuition income, enabling our universities to improve their offer and research capabilities; additionally they bring significantly broader benefits to the city region, including:

- **Adding to our diversity and culture** – International students enrich our university campuses and city region both academically and culturally, helping make Greater Manchester one of the most culturally diverse city region's in the UK.
- **Help drive growth and jobs** – The net economic contribution of international students and any visiting friends and relatives not only helps drive growth and jobs within universities but their wider off campus expenditure has broader positive implications on the local property, retail and leisure sectors in Greater Manchester. A report published by Oxford Economics in 2018 calculated that for every 11 Non-EU students to the UK there was a £1m net economic benefit (tuition fees, non-tuition expenditure and average visitor income)¹⁸. Based on this methodology Greater Manchester's 15,005 International students supported the generation of over £1bn to the city-region's economy.
- **Entrepreneurial talent and unique skill sets** - International students are a source of entrepreneurial talent and help to address skills shortages, particularly in areas such as technology, science and engineering.
- **Life-long Ambassadors** - International students are life-long ambassadors to Greater Manchester, many alumni have strong professional and personal links to the city region and it is important to recognise the soft power benefits these networks bring longer term.

International Student Recruitment and COVID

The impact of COVID-19 on Greater Manchester's student population is still uncertain with the universities anticipating a drop off between 25% and 75%. This predicted fall is due to a number of short and longer term challenges come about because of COVID-19. In the short term, physical barriers such as availability of flights, closure of visa offices and inability to sit required tests and entrance exams mean students are unable to take up offered places. Longer term, economic barriers caused by the financial implications of COVID-19, negative sentiment towards the UK, increased competition from other top international student markets and broader geo-political challenges are all presenting their respective challenges for the recruitment of international students.

The UK's departure from the European Union is also likely to affect student recruitment from within the EU. While countries such as Germany and France are likely to sustain, EU Exit is expected to impact student recruitment from countries such as Romania where there is a heavy reliance on loans and funding. EU Exit will also affect the UK's ability to participate in student exchange programs such as Erasmus.

Looking Forward

Due to the importance of international students to the city-region, despite the challenges ahead, prioritising their attraction remains a top priority. The city-region must coordinate efforts to protect its international student pipeline, working to ensure Greater Manchester is perceived a safe and welcoming place, remaining a top study location in an increasingly uncertain and competitive market.

The recent pandemic has brought to light the significant risk that an over dependence on one particular market can have. Greater Manchester should also consider how it can take advantage of the new Graduate Immigration Route to diversify its student population across a wider range of markets, including increasing student numbers from markets such as India, Malaysia, Nigeria, Hong Kong, UAE and Pakistan.

Increased competition for international students means the region must come together to support Greater Manchester's universities with providing a strong place offer in addition to our institutions academic excellence. Opportunities could include coming together to tell our place and sector story well, development of work experience programs and supporting the coordination of volunteering; supporting students to be more involved in the community, providing an opportunity for students to connect more closely with the city region, be part of its growth as well as develop work.

Over the next year, Greater Manchester will aim to maintain a 4% market share of the UK's total student population.

- Coordinate efforts across Greater Manchester to remove as many physical barriers as possible for the 2020/2021 international student intake;
- Coordinate efforts across Greater Manchester to promote the region as a safe and welcoming place to study in response to increased negative sentiment towards the UK;
- Stride ahead of our competitor cities to enhance Greater Manchester's student offer and remain competitive globally as a Greater place to study;
- Explore what opportunities the new Graduate Immigration Route presents for supporting the diversification of Greater Manchester's international student population and how the city-region can come together to tell our place and sector story well to prospective students;
- Consider how Greater Manchester can better engage with the city region's universities to engage with the international Alumni network, recognising that international students are life-long ambassadors to the city-region.

9. Strategic Enablers

9.1 Greater Manchester's Global Perception and Reputation

Over the last few years, Greater Manchester has successfully continued to communicate its story to the world, making strides to increase its rankings in a range of global indexes. As a city region with long history of international appeal and success, we regularly outrank large competitor regions to join capital cities in global indices. In the last three years, we have proudly moved up three places on the Anholt index from 27th (2016) to 24th (2019).

It is widely acknowledged that the increase in Greater Manchester's visibility can be attributed to a proactive strategy of international promotion over the past decades that has achieved recognition with influential audiences, investors and institutions. In 2018, the Greater Manchester Brand Framework was developed as a key tool for coordinating clear messaging across our priority areas to all audiences.

Research was commissioned in 2019 to gain detailed intelligence on the city region's global performance across over 500 indices to understand how we benchmark in perception and performance. Research shows that Greater Manchester has made improvements in performance indexes such as Innovation Ecosystems, Workforce & Talent and Global Reach. The city region is also stand out, ranking in a top 25 position for Millennial, student appeal and attraction, social diversity and inclusion, business and real estate friendliness and visibility and buzz.

Looking Forward

Greater Manchester's recent strategies such as the Local Industrial Strategy, GM Digital Blueprint and Environmental Plan recognise the city region's desire to achieve top-level achievement as a means to provide increased productivity and attract external investment. The challenges of COVID-19, the UK's new relationship with the EU and increasing global competition mean it is more important than ever to demonstrate and communicate that Greater Manchester remains open for business and is ambitious in improving its international recognition.

Strategic Objectives

- In response to the emerging challenges of COVID, continue promoting Greater Manchester as a safe, welcoming and diverse city region and a great place to visit, invest, meet, study and live;
- Recognise the critical importance our place assets have in building a globally competitive region, coordinating efforts across Greater Manchester to lobby government and secure additional investment in our offering recognising the importance that culture and life enriching qualities bring to our residents;
- Tell Greater Manchester's story to the world, initiating focused and sustained communication of Greater Manchester's ambitions, unique selling points and Greater Manchester's Local Industrial strategy sectors, positioning Greater Manchester at the forefront of innovation
- Strengthen Greater Manchester's global position and perceptions by implementing the Business of Cities research recommendations, defining our target indices and setting out a process to improving and tracking performance against our defined metrics of success;
- Explore a new public, private model for promoting Greater Manchester and delivering international activity.

9.2 Connectivity

In the 19th century, Greater Manchester built the Ship Canal and world's first in-land port, in the 20th century the region invested heavily in to the rapid growth and development of Manchester Airport. Over the last two hundred years, Greater Manchester has continued to recognise the importance of global connectivity for the creation of a thriving and prosperous economy.

Connectivity, both physical and digital is an important enabler for the delivery of Greater Manchester's international ambitions. Physical connectivity, particularly through Manchester Airport has broader economic benefits including supporting trade and investment and increasing international students and visitors.

Digital connectivity is critical to our international competitiveness and plays an enabling role in supporting connections overseas, facilitating trade, investment and collaboration. The COVID-19 crisis has also led to an increased adoption and further acceptance of digital technologies, presenting a window of opportunity for the region to utilise these "Digital Wins", understand how our strengths in digital can give us competitive edge and explore new ways to connect overseas.

Direct Connectivity - Manchester Airport

Manchester Airport, as the UK's third largest airport is a critical growth asset and key driver for internationalisation. In 2019, Manchester Airport added £4.5bn GVA and 76,000 jobs to the local economy¹⁹. The success of the Airport is critical for enabling the growth of the city region's trade, investment, visitor and international student priorities and is recognised as a key asset for supporting the economic prosperity in Greater Manchester and the broader Northern regions.

Over the last three years, Manchester's Airport has continued to grow as a key gateway to the north of England, serving approximately 29 million passengers a year, up 6% from 2017 and boasting direct routes to over 200 destinations. In 2019 Manchester Airport's freight terminal managed import and export cargo that totalled over £6.8bn, with the further development of Airport City continuing to attract large e-commerce and logistics businesses, creating one of the North's largest freight clusters. A further £1bn investment is underway to transform Manchester Airport in to a world-class operation, allowing it to further increase capacity and drive additional benefit in to the region.

COVID and the Airport

COVID-19 has spread worldwide without acknowledging borders and has had a devastating impact on Manchester Airport. The International Civil Aviation Organisation estimate that global capacity in Q1 2020 is down 45% with Europe's international traffic down 41% on last year. Notwithstanding the on-going uncertainty of the pandemic, experts predict that recovery from the aviation sector will be slower than other domestic sectors, with a full recovery likely to take years.

Figures from Manchester Airport in April show passenger numbers dropped to approximately 1000 per day from 90,000 in peak times last year. While these are likely to increase slowly over the summer months, these flights are primarily to European destinations. Significant uncertainty still surrounds the re-instatement of long-haul direct routes to key markets such as the US, China and India. The reduced number of flights also has broader implications for the importing and exporting of goods from the World Freight Terminal, the visitor economy and international students travelling to the UK.

Looking Forward

It is important that the Airport receive the required support to ensure they can remain internationally competitive and connected to as many international markets as possible. Due to the complexities and unprecedented challenges facing the aviation industry, this requires a coordinated effort from across the city region to ensure the importance of the airport is recognised nationally, that it is positioned well against competitors and that both in-bound and out-bound travel continues to attract demand.

Strategic Objectives

- Continue to lobby government on the support needed to ensure a full and speedy recovery of the UK aviation sector and regional airports – emphasising the important role that Airports and long-haul connectivity play in supporting re-balancing and levelling up the UK;
- Ensure that Greater Manchester is well positioned against peer Airports by developing a coordinated and clear proposition of Greater Manchester and the North including its surrounding business, leisure and student travel to ensure the city region's route proposition remains competitive and the Airport is able to win back and secure routes with markets such as the US, China, India and Japan;

- Monitor the announcement of travel corridors and support Manchester Airport to reinstate and attract additional routes and work with travel trade in-market to grow back passenger numbers and increase the number of international passengers arriving at Manchester Airport;
- Work with government to accelerate investment commitments to HS2 and NPH rail to improve Greater Manchester's ground connectivity to the broader Northern Powerhouse region. Better connectivity enables Manchester Airport to increase its public transport catchment airport and improves the viability of new services to priority markets, makes use of existing capacity, maximises the city region's global competitiveness and ensures the benefits of the airport to flow to all parts of the North.

Digital Connectivity

In 2019, Greater Manchester published its GM Digital Blueprint outlining our ambition to be a top five European digital city region. COVID-19 has led to digital connectivity and infrastructure being more important than ever to remain internationally competitive and drive our international ambitions.

COVID-19 has led to increased acceptance and acceleration of digital adoption in our daily lives. Social distancing measures and travel restrictions mean that international events and conferences previously held physically are moving to online platforms, universities are shifting to online learning and the leisure and tourism industry is becoming more reliant on digital booking platforms. In the current landscape, digital platforms are more important than ever before as a key tool in connecting us to the rest of the world. Our recognised strengths in Cyber give us a unique digital offer and put us in strong footing to capitalise on these opportunities.

Looking Forward

Looking forward Greater Manchester should consider how it better utilises digital assets to tell our story to international audiences. By shifting more of our international activity online, we are able to amplify our voice and interests in policy making, accelerate the dissemination of information and connect with partners overseas more easily.

Greater Manchester must continue to drive investment in to its digital infrastructure as outlined in the GM Digital Blueprint and recognise that post-COVID, digital connectivity and a competitive digital asset base also play an enabling role in the delivery of our international priorities. Digital connectivity can help us to collaborate across borders, improve our international partners, connect with partners more easily, attract inward investment, international visitors and facilitate international trade. Looking forward Greater Manchester is committed to considering how, across all of our international priority areas, we can look to better utilise the power of digital connectivity to facilitate, collaborate and connect overseas.

9.3 City Region Diplomacy

City Region Diplomacy is a powerful enabler for supporting Greater Manchester's international ambitions, enabling us to engage on a global stage on agendas that are important to us and connect with other global cities to support the delivery of our core international ambitions.

By leveraging the cities recognised strengths, soft power assets and connections, Greater Manchester can develop further links at a city region level to participate in global debates, help shape global politics as well as develop strong tangible relations that drive trade, investment, innovation collaboration, policy and people-to-people exchange.

COVID and City Region Diplomacy

As COVID has brought the global economy to a standstill, some global diplomatic relationships have become fractured. Despite rising tensions at a national level, city regions are continuing to collaborate and cooperate both independently and through city networks such as the C40, Covenants of Mayors, Resilient Cities Catalyst, World Economic Forum and Eurocities. These global networks have created strong platforms for city regions to share ideas, collaborate and challenge the norm.

Global cities share similar challenges such as inequality, poverty and climate change, many of which have been exacerbated as a result of COVID. Living with and recovering from COVID presents an opportunity for Greater Manchester to work together with other global cities to address these global challenges and consider how our recovery from COVID can be focused on developing a greener, more resilient and equitable society, working together to ensure these values become the new normal. Our recognised strengths in Cyber put us on a strong footing to capitalise on these opportunities

Looking Forward

As the UK's relationship with the rest of the world remains in a period of uncertainty, connections forged by Greater Manchester are more important than ever to support the city region drive forward international collaboration that is aligned to our economic and civic needs, in partnership with industry, cities and national government.

The Greater Manchester Local Industrial Strategy outlines our ambition to establish a *Global Prosperity Partnership*, which aims to grow high value city-to-city trade and technology or IP exchange, attract inward investment, visitors and global talent, and supports exporters and high growth companies to scale operations globally and attract investment.

By embracing City Region Diplomacy as a new enabling priority, Greater Manchester will take a more coordinated approach, working with partners across the city region to develop links internationally, connect with other global cities and develop strong partnerships with embassies, consulates and international institutions to support the delivery of our vision and international priorities.

Strategic Priorities

- Strengthen and broaden existing city region collaboration agreements with Barcelona, Lyon, Ulsan, Tianjin and Bangalore identifying opportunities that promote further trade, investment and research collaboration between businesses and institutions;
- Develop a City Region Diplomacy Plan which identifies a small and strategic number of city relations and cluster partnerships that align with Greater Manchester's sector opportunities, policy interest and priority markets;
- Develop a 2020-21 Mayoral Mission Plan in partnerships with key Greater Manchester stakeholders and government to support the delivery of our international ambitions and raise our profile overseas;
- Explore opportunities emerging from the 10 boroughs that may benefit from city-to-city international partnerships and missions, for example, investment, trade and diaspora links;
- Promote Greater Manchester as an active and strong voice in global issue on the international stage, map Greater Manchester's international networks and identify opportunities for joint international working across the city region.

10. Global Target Markets

In 2017, Greater Manchester completed a full evaluation of our global target markets based on existing strength, economic size, forecasted growth and ease of doing business in order to identify the city region's prime, opportunity and monitor markets. A similar analysis was

completed in spring 2020 with findings confirming Europe and the US continue to be our largest and most significant markets across our international priority areas. Over the last three years, we have also seen significant growth in markets such as China and India, thanks partly to the establishment of the Manchester China Forum and the Manchester India Partnership.

Three critical factors inform our prime and opportunity markets for the next 12 months:

- Greater Manchester’s strongest markets and existing relationships;
- New National Foreign Policy;
- The economic impact of COVID-19 and future growth projections.

Greater Manchester’s Strongest International Relationships

The below table summarises the city region’s top international markets based on our historical performance in trade, investment, international student recruitment, academic research and visitor numbers. A more detailed analysis of Greater Manchester’s international relationships can be found in Appendix.1.

Country	Trade Activity	Investm’t Activity	Intern’l Students	Academic Research	Visitor Numbers
USA	Dark Green	Dark Green	Light Green	Light Green	Dark Green
Germany	Dark Green	Dark Green	Light Green	Light Green	Dark Green
France	Dark Green	Light Green	Light Green	Light Green	Light Green
China	Dark Green	Light Green	Dark Green	Light Grey	Dark Green
Spain	Light Green	Light Green	Light Green	Light Green	Light Green
Italy	Light Green	Light Green	Light Green	Dark Green	Light Green
Ireland	Light Green	Light Green	Light Green	Light Green	Dark Green
India	Light Green	Dark Green	Dark Green	Light Green	Light Grey
Netherlands	Dark Green	Light Green	Light Green	Light Green	Light Green
Australia	Light Green	Light Green	Light Grey	Light Green	Light Green
South Korea	Light Green	Light Green	Light Green	Light Grey	Light Green
Canada	Light Grey	Light Green	Light Green	Light Grey	Light Grey
Japan	Light Grey	Light Green	Light Grey	Light Grey	Light Grey
Malaysia	Light Grey	Light Green	Dark Green	Light Green	Light Grey
Poland	Light Green	Light Grey	Light Green	Light Green	Light Grey
Switzerland	Light Grey	Light Green	Light Grey	Light Green	Light Green
Turkey	Light Green	Light Green	Light Green	Light Grey	Light Grey
Indonesia	Light Grey	Light Grey	Light Green	Light Green	Light Grey
Singapore	Light Grey	Light Green	Light Green	Light Grey	Light Grey
New Zealand	Light Green	Light Green	Light Grey	Light Grey	Light Grey
United Arab Emirates	Light Grey	Light Green	Light Green	Light Grey	Light Grey
Brazil	Light Grey	Light Green	Light Grey	Light Green	Light Grey
Saudi Arabia	Light Grey	Light Grey	Dark Green	Light Grey	Light Grey
Nigeria	Light Grey	Light Grey	Light Green	Light Grey	Light Grey

Table 8. Greater Manchester's strongest international relationships across core priority areas

Europe, primarily Germany, Ireland, France, the Netherlands and Spain -, the US and China have remained some of Greater Manchester's closest international partners with a total trade value of over £3.4bn in 2018. At present, most of our strongest markets have a consular or trade office presence in Greater Manchester, actively engaging and working with local partners for mutual benefit.

The significant growth of Greater Manchester's relationship with China and India can be attributed to the long-term, coordinated approach the city region has taken to developing and delivering international engagement. The formation of the Manchester China Forum (MCF) in 2015 and the Manchester India Partnership (MIP) in 2018, bring together public and private sector to create a strong platform for Greater Manchester to capitalise on China and India's future growth opportunities to support the delivery of our international ambitions and economic development in the region. These special purpose vehicles have received acclaim from national government, policy makers and international partners as a highly innovative approach to driving international engagement at a city level with models now being replicated across other regions of the UK. Long term, Greater Manchester is considering how similar models can be replicated for the development of future market strategies in markets such as the US and Japan.

Global Impact of COVID-19

The IMF anticipate a wide sweeping global recession with the global economy predicted to contract by -3% in 2020. The IMF anticipate markets such as the US shrinking by -5.9%, the EU -7.1%, ASEAN by -0.6% and previous high growth markets such as India, China and growing at 1.9% and 1.2% respectively²⁰. While these growth projections are a useful tool for contextualising the broad sweeping implications of COVID-19 on the global economy, it is necessary to consider that as a global economy, many countries are still living with the virus and any future scenarios and their implications on Greater Manchester's future international opportunities are still uncertain.

Looking Forward

Traditionally Greater Manchester's priority market selection has been centred on an evidence-based approach that analyses key markets that present the strongest strategic alignment and growth opportunities. COVID-19 has caused a corporate reset on how the world lives, works and engages with international policy makers anticipating an acceleration of economic power to the East. Looking forward there is a huge amount of uncertainty and anticipated change, we therefore cannot only rely on past data to predict future opportunities. As clarity emerges, we must monitor the global implications of COVID-19 and new relation with the EU on our global target markets, coordinating efforts across Greater Manchester to ensure our international strategy responds accordingly.




Over the years, Greater Manchester has developed strong partners across the world and now boasts a strong network of both city led and national relationships with Europe, China, India and the United States. Given the huge amount of uncertainty at present, over the next year our immediate economic interests are best served further strengthening and developing our strongest existing links. However, based on historical performance, new national trade policy and planned free trade agreements, Greater Manchester should also consider exploring further future opportunities with Japan, Canada, Australia and South Korea, working across these priority markets to promote trade, investment and research partnerships that bring benefits to our partners, businesses and communities.

In times of geopolitical uncertainty, Greater Manchester also recognises the important role that city regions play in driving international collaboration locally. Looking forward Greater

Manchester will continue to strengthen and develop new links with peer city regions in our global target markets to support the delivery of our international priorities.

Greater Manchester's Priority Markets Summary	
Prime Markets	Europe (in particular Germany, the Netherlands, Ireland, France and Spain), the US, China and India.
Opportunity Markets	Japan, South Korea, Australia and Canada

GREATER MANCHESTER PRIME MARKET OPPORTUNITIES 2020

		GM SECTOR & SUB SECTOR STRENGTHS – TARGET MARKETS															
		 FDI					 TRADE					 ACADEMIC RESEARCH					
		Advanced Manufacturing					Digital & Creative			Life Science /Health Innovation			Energy / Low Carbon			Finance & Professional Services	
		Advanced and Lightweight Materials	Technical Textiles	Transport, Infrastructure and Logistics	Food and Drink	Industry 4.0	Cyber and Security	Content Creation and Media	Digital Technologies (Inc. AI and Data)	Life science	MedTech	Healthy Ageing	Nuclear	Heat Networks and Smart Energy Transition	Hydrogen	FinTech	Legal and Professional Services
United States																	
Germany																	
France																	
Spain																	
Italy																	
Ireland																	
The Netherlands																	
China																	
India																	

Appendix A. Global Market Analysis

Country	GDP (2)	Trade Activity (1)	Investment Activity (1)	International Students (1)	Academic Research (1)	Visitor Numbers (1)	Ease of Doing Business (1)	Trade Negotiations (1)	Total
USA	High (2)	High (1)	High (1)	Medium (0.5)	Medium (0.5)	High (1)	High (1)	High (1)	8
Germany	High (2)	High (1)	High (1)	Medium (0.5)	Medium (0.5)	High (1)	High (1)	High (1)	8
France	High (2)	High (1)	Medium (0.5)	Medium (0.5)	Medium (0.5)	Medium (0.5)	High (1)	High (1)	7
China	High (2)	High (1)	Medium (0.5)	High (1)		High (1)	High (1)		6.5
Spain	High (2)	Medium (0.5)	Medium (0.5)	Medium (0.5)	Medium / Low (0.375)	Medium (0.5)	High (1)	High (1)	6.375
Italy	High (2)	Medium (0.5)	Low (0.25)	Medium (0.5)	High / Medium (0.625)	Medium (0.5)	Medium (0.5)	High (1)	5.875
Ireland	Medium (1)	Medium (0.5)	Medium (0.5)	Medium (0.5)	Medium / Low (0.375)	High (1)	High (1)	High (1)	5.875
India	High (2)	Low (0.25)	High (1)	High (1)	Medium (0.5)		Medium (0.5)	Medium (0.5)	5.75
Netherlands	Medium (1)	High (1)	Medium (0.5)	Low (0.25)	Medium / Low (0.375)	Medium (0.5)	High (1)	High (1)	5.625
Australia	High (2)	Low (0.25)	Low (0.25)		Low (0.125)	Medium (0.5)	High (1)	High (1)	4.875
South Korea	High (2)	Medium (0.5)	Low (0.25)	Medium (0.5)		Medium (0.5)	High (1)		4.75
Canada	High (2)		Medium (0.5)	Low (0.25)		Low (0.25)	High (1)	Medium (0.5)	4.5
Japan	High (2)		Low (0.25)				High (1)	High (1)	4.25
Malaysia	Medium (1)		Low (0.25)	High (1)	Medium (0.5)		High (1)	Medium (0.5)	4.25
Poland	Medium (1)	Medium (0.5)		Low (0.25)	Low (0.125)		High (1)	High (1)	3.875
Switzerland	Medium (1)		Medium (0.5)		Low (0.25)	Medium (0.5)	High (1)	Medium (0.5)	3.75
Turkey	Medium (1)	Medium (0.5)	Medium (0.5)	Low (0.25)			High (1)		3.25
Indonesia	High (2)			Low (0.25)	Low (0.125)		Medium (0.5)		2.875
Singapore	Medium (1)			Low (0.25)			High (1)	Medium (0.5)	2.75
New Zealand	Low (0.5)	Low (0.25)	Low (0.25)				High (1)	High (1)	2.75
United Arab Emirates	Medium (1)		Low (0.25)	Medium (0.5)			High (1)		2.75
Brazil	High (2)		Low (0.25)		Low (0.125)		Low (0.25)		2.625
Saudi Arabia	Medium (1)			High (1)			Medium (0.5)		2.5
Nigeria	Medium (1)			Medium (0.5)			Low (0.25)		1.75

Appendix B. Case Studies

Trade

Case Study - Greater Manchester Global Scale Up Program - The Global Scale Up program, launched in 2019 as a key action from the 2017 International Strategy to support SME's access growth opportunities overseas. Successful applicants are given access to set of global experts, international growth tools and a peer-to-peer network of companies who have scaled their business globally. Since its establishment, the program has supported businesses to access 33 new markets, supported the increase of £24m worth of revenue and enabled the establishment of two overseas offices. In Q1 of 2020, cohort 2 since been recruited and the team are now delivering completely digitally!

Case Study - Grand Lyon and Greater Manchester Big Booster Partnership builds on Greater Manchester and Grand Lyon's strong city-to city relationships, highlighting the opportunity that strong civic links can have on creating new trade, investment and innovation opportunities for businesses locally. The Big Booster Partnership formed between the Growth Company and Grand Lyon's equivalent aims to support inward investment and soft landing of Lyon businesses in to the region and support outward trade and soft landing of Greater Manchester businesses to France.

International Students

Business Growth Hub International Student Business Support Program - Greater Manchester's international student placement programme delivered through the Business Growth Hub matches international students from across the city region's universities with our local businesses. This match provides businesses with useful language skills and cultural context for international expansion and international students with valuable work experience in the UK.

Connectivity

Manchester to Beijing – “2-Years In” – Economic Impact Study²¹

In June 2016 the first ever direct flight service between the North of England and mainland China launched with Hainan Airlines. The two-year economic impact study jointly published by Manchester Airport and the Manchester China Forum looks to capture the positive impact direct connectivity with a high growth market can have in facilitating the flow of people, goods and services. The economic impact study indicated that in many cases the city region's increasing levels of trade, tourism, investment and knowledge exchange were outstripping national averages.

Key stats include:

- Export values from Manchester Airport to China grew at 41% to £1.29bn in the two years after route launch, while national values fell 30%;
- Inward investment enquiries to Greater Manchester have more than trebled in the two years since the Manchester-Beijing launch;
- A 38% increase in the number of Chinese visitors in the North since 2015 with Northern attractions reporting a 200% uplift in bookings from Chinese tourists;
- Chinese student numbers growing at 9% between 2015 and 2017 5% ahead of national growth.

Appendix C. Strategy Partners

Local Government

Bolton Council
Bury Council
Greater Manchester Combined Authority
Manchester City Council
Oldham Council
Salford City Council
Stockport Council
Tameside Council

National Government

British Council
Department for Business, Energy & Industrial Strategy
Department for International Trade
Foreign & Commonwealth & Development Office

Local Delivery Partners

Business Growth Hub
Manchester China Forum
Manchester India Partnership
The Growth Company
Marketing Manchester
MIDAS

Private Sector

Greater Manchester Chamber of Commerce
Greater Manchester Local Enterprise Partnership

Universities

The University of Bolton
The University of Manchester
Manchester Metropolitan University
The University of Salford

Other Key Stakeholders

Foreign Embassies and Consulates
Global Networks
Manchester Airport
Manchester City Football Group
Manchester United Football Club
Partner Cities and Regions

Appendix D. Evidence Base

Details of the Greater Manchester Independent Prosperity Review are available here: <https://www.greatermanchester-ca.gov.uk/news/independent-prosperity-review/>

Details of the Manchester Independent Economic Review are available here: <http://manchester-review.co.uk/>

Details of the Greater Manchester Local Industrial Strategy are available here: <https://www.greatermanchester-ca.gov.uk/media/2132/gm-local-industrial-strategy-web.pdf>

Details of the Greater Manchester Audit of Productivity are available here: https://www.greatermanchester-ca.gov.uk/media/1911/gmipr_tr_auditofproductivity.pdf

Appendix E. Greater Manchester Global Network Connections

	<p>Eurocities is a network of large cities in Europe, established to further economic, political and social development in its member cities.</p>
	<p>Metropolis is a global network of major cities and metropolitan areas. It serves a hub and platform for metropolises to connect, share experiences, and work together.</p>
	<p>EMA is an initiative creating spaces for political debate among European metropolitan authorities aimed at sharing experiences, fostering joint projects as well as positioning themselves and defending their interests in front of the European Union and states.</p>
	<p>The Covenant on Demographic Change gathers European public authorities, at local, regional and national level, and other relevant stakeholders, committed to develop environments that support active and healthy ageing, enhance independent living and well-being of older persons, and create a society for all ages.</p>
	<p>The Global Covenant of Mayors for Climate & Energy is an international coalition of cities and local governments with a shared long-term vision.</p>
	<p>100 Resilient Cities, pioneered by the Rockefeller Foundation, was dedicated to helping cities around the world become more resilient to the physical, social and economic challenges of the 21st century. The initiative came to an end in 2019 but two new organisations has emerged from 100 Resilient Cities - Resilient Cities Catalyst and Global Resilient Cities Network.</p>
	<p>The Under2 Coalition is a global community of state and regional governments committed to ambitious climate change targets.</p>
	<p>EIP AHA Reference Sites are regions, cities, integrated hospitals or care organisations and their quadruple helix partners from industry, civil society, academia and government authorities that focus on a comprehensive, innovation-based approach to active and healthy ageing. Greater Manchester is currently a 4 star Reference Site.</p>
	<p>The WHO Global Network for Age-friendly Cities and Communities was established in 2010 to connect cities, communities and organizations worldwide with the common vision of making their community a great place to grow old in.</p>
	<p>The United Nations Making Cities Resilient Campaign addresses issues of local governance and urban risk. Greater Manchester's ten districts became role models of the Campaign in 2014.</p>

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- ¹ United Nations Conference On Trade and Development, *Global foreign direct investment projected to plunge 40% in 2020*. Available at: <https://unctad.org/en/pages/newsdetails.aspx?OriginalVersionID=2396>
- ² The Greater Manchester Productivity Review published, 2019. Available at: https://www.greatermanchester-ca.gov.uk/media/1911/gmipr_tr_auditofproductivity.pdf
- ³ Management Today, 2019
- ⁴ Marketing Manchester
- ⁵ MIDAS
- ⁶ HESA, *Higher Education Student Statistics, UK, 2018/19*. Available at: <https://www.hesa.ac.uk/news/16-01-2020/sb255-higher-education-student-statistics>
- ⁷ HMRC, *UK Trade Info*. Available at: <https://www.uktradeinfo.com/Pages/Home.aspx>
- ⁸ The Greater Manchester Independent Prosperity Review, 2019
- ⁹ HMRC, *UK Trade Info*. Available at: <https://www.uktradeinfo.com/Pages/Home.aspx>
- ¹⁰ HMRC, *UK Trade Info*. Available at: <https://www.uktradeinfo.com/Pages/Home.aspx>
- ¹¹ ONS, *International Trade in Services*. Available at: <https://www.ons.gov.uk/businessindustryandtrade/internationaltrade/datasets/internationaltradeinservicesreferencetables>
- ¹² OECD, *COVID-19 and International Trade: Issues and Actions*. Available at: - <https://www.oecd.org/coronavirus/policy-responses/covid-19-and-international-trade-issues-and-actions-494da2fa/>
- ¹³ MIDAS
- ¹⁴ EY, *EY Attractiveness Survey 2020*. Available at: https://www.ey.com/en_uk/attractiveness/20/uk-attractiveness-survey
- ¹⁵ Buck Consultants International, *Which sectors will be hardest hit by COVID-19?*. Available at: <https://www.williambuck.com/which-sectors-will-be-hardest-hit-by-covid-19/>
- ¹⁶ Marketing Manchester
- ¹⁷ HESA, *Higher Education Student Statistics, UK, 2018/19*. Available at: <https://www.hesa.ac.uk/news/16-01-2020/sb255-higher-education-student-statistics>
- ¹⁸ London Economics, *The costs and benefits of international students by parliamentary constituency*. Available at: <https://www.hepi.ac.uk/wp-content/uploads/2018/01/Economic-benefits-of-international-students-by-constituency-Final-11-01-2018.pdf>
- ¹⁹ Manchester Airports Group
- ²⁰ IMF, *World Economic Outlook 2020*. Available at: <https://www.imf.org/en/Publications/WEO>
- ²¹ Steer Economic Development, *The China Dividend: Two Year's In- Economic Impact Study*. Available at: <https://www.investinmanchester.com/dbimsgs/FINAL%20COPY%20The%20China%20Dividend%20-%20Two%20Years%20In-ilovepdf-compressed.pdf>



GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: GM Social Value Policy and Framework

DATE: 8th September 2020

FROM: Vanda Murray

PURPOSE OF REPORT

This report provides an update on the refresh of the GM Social Value Policy and how this could strengthen delivery of the LEP's diversity and inclusion priorities.

RECOMMENDATIONS

The LEP Board is asked to asked to

- Endorse the refreshed Greater Manchester Social Value Framework
- Provide feedback on how the LEP can reflect the values outlined in the Social Value Framework as part of its approach to diversity and inclusion
- Provide feedback on how the LEP can champion this approach and support the private sector to adopt these values

CONTACT OFFICERS:

Simon Nokes, Executive Director of Policy and Strategy
simon.nokes@greatermanchester-ca.gov.uk

David Rogerson, Economy and Strategy Principal
David.rogerson@greatermanchester-ca.gov.uk

1. INTRODUCTION

- 1.1 At their meeting in July, the Board discussed how the LEP could use its business experience and expertise to promote greater diversity and inclusion within the work of the LEP itself, the private sector and to add value to wider GM policy development and delivery.
- 1.2 At the following meeting in August, the LEP Board received a report from the Diversity Champion setting out the initial thinking on how this could be taken forward including a number of ideas to help inform discussion
- 1.3 This included an update on the work of the Good Employment Charter; the development of Equality Advisory Panels; the Greater Manchester Tackling Inequalities Board; and the Independent Inequalities Commission.
- 1.4 A number of key employment themes were discussed including recruitment; training and development; communicating best practice and role models; and how supply chains can contribute to an inclusive economy was explored.
- 1.5 More broadly, the Board explored how to best consider equality and diversity implications in all its decision making, including programmes such as the Local Growth Fund.

2. GM SOCIAL VALUE POLICY AND FRAMEWORK

- 2.1 The attached GMCA report sets out proposals for how Greater Manchester can build back better from the impact of Covid-19 by updating the city region's existing Social Value Policy with a refreshed set of priorities for the Social Value Framework, containing priority actions linked to public procurement.
- 2.2 The LEP has been closely involved in the development of these proposals, ensuring that there are clear links between this work and the broader work to support the city region's economic recovery and efforts to build back better.
- 2.3 This reflects many of the themes noted above (particularly supply chains, good employment and skills) and existing LEP priorities relating to clean growth and supporting a sustainable, fair economy that tackles inequality and creates lasting benefit for all.
- 2.4 There is now an opportunity for the Board to consider how the LEP can embed the values outlined in the Social Value Framework into its approach to diversity and inclusion. This could include both the work of the LEP Board itself but also that of LEP Board members' own companies.
- 2.5 It also provide an opportunity for the LEP to explore how it can champion this approach with businesses across the city region and support them to adopt these values and behaviours.

3. NEXT STEPS

- 3.1 The Board is asked to endorse the refreshed Greater Manchester Social Value Framework and provide provide feedback on how these values can be reflected in the work of the LEP and the wider private sector.

Date: 2nd September 2020

Subject: Recovering from Covid-19 & Tackling Inequality: Social Value & Public Procurement

Report of: Cllr Allen Brett, Portfolio Lead for Co-operatives, Communities and Inclusion
Pam Smith, Portfolio Lead Chief Executive for Co-operatives, Communities and Inclusion, Brenda Warrington, Portfolio Lead for Equalities and Older People

PURPOSE OF REPORT

This report presents proposals for how Greater Manchester can build back better from the impact of Covid-19, including tackling inequality, by updating the city region’s existing Social Value Policy with a refreshed set of priorities for the Social Value Framework, containing priority actions linked to public procurement.

RECOMMENDATIONS:

The GMCA is requested to:

1. Agree the refreshed Greater Manchester Social Value Framework
2. Endorse the link between the Framework and public procurement in Greater Manchester

CONTACT OFFICERS:

Steve Wilson, Treasurer, GMCA
steve.wilson@greatermanchester-ca.gov.uk

John Wrathmell, Director, Strategy, Research & Economy, GMCA
john.wrathmell@greatermanchester-ca.gov.uk

Anne Lythgoe, Principal – VCSE Accord Implementation, GMCA
anne.lythgoe@greatermanchester-ca.gov.uk

Nick Fairclough, Strategy & Policy Officer, GMCA
nick.fairclough@greatermanchester-ca.gov.uk

Equalities Implications

The proposed Social Value Framework will include actions that promote equality and address areas where discrimination might occur, particularly in employment, skills and training.

Climate Change Impact Assessment and Mitigation Measures

Addressing climate change is a fundamental facet of the Social Value Framework and this approach and the priorities listed have been endorsed by the GM Environment Plan Executive

Risk Management – none

Legal Considerations – This Framework will be embedded into social value considerations in CA commissioning and procurement exercises, and be used to guide compliance with the requirements of the Social Value Act

Financial Consequences – Revenue – none

Financial Consequences – Capital – none

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution (paragraph 14.2) or in the process (paragraph 13.1 AGMA Constitution) agreed by the AGMA Executive Board:		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report that mean it should be considered to be exempt from call in by the AGMA Scrutiny Pool on the grounds of urgency?		No
GM Transport Committee	Overview & Scrutiny Committee	

1. INTRODUCTION

- 1.1. The COVID-19 pandemic has had an acute impact upon people and organisations across the public, private and voluntary, community & social enterprise sectors. It has led to dramatic challenges associated with health, the economy, employment, provision of essential goods and services, and public sector finances. The crisis has also occurred in an era of global climate emergency.
- 1.2. Many organisations have responded positively to these challenges. We have seen changes in the behaviour of large businesses as they seek to become more socially responsible; greater levels of cooperation between organisations across sectors; increased cycling and walking, with subsequent health and environmental benefits; cleaner air in our cities, and a growth in citizen activism, with a commensurate desire amongst communities to improve their places. As we move forwards and begin to look beyond the pandemic, there is an appetite not to return to the old ways of doing things, but instead to accelerate and augment these positive changes.
- 1.3. At the June 2020 meeting of the Combined Authority, Leaders agreed the process for the development of an initial one-year recovery plan, that will enable GM to achieve more, reduce risks, increase resilience and ultimately build back better. A key area for inclusion in the plan, highlighted in the June 2020 report, was 'Publication of GM high level framework for social value, and implementation including reviewing opportunities available in existing procurement systems' building on the existing Social Value Framework which has been developed and implemented in GM for several years. In response, and in association with local authority Heads of Procurement from across the city region, an initial proposal for the refresh of the existing Greater Manchester Social Value Framework in the light of the likely impacts of the Covid-19 pandemic has now been developed.
- 1.4. This refreshed framework will sit at the heart of work to tackle the widening inequalities which now exist, and to build back a better, fairer and greener economy in Greater Manchester. Social value can be everyone's business.

2. BACKGROUND

- 2.1. The Public Services (Social Value) Act 2012 placed an obligation on local authorities and other public bodies to consider the social good and wider impact that could come from the procurement of services before they embark upon it. The effect of the Act has been to alter the commissioning and procurement processes by ensuring that councils give consideration to the wider impact. This requirement is reflected in the GMCA's Constitution, which requires the organisation to include considerations of social value in all purchasing and disposal procedures.
- 2.2. Greater Manchester was an early adopter of the Social Value Act. In 2014, GMCA published its first Social Value Policy, which set out how the Combined Authority would deliver social value through its commissioning and procurement activities. Greater Manchester's local authorities have used this policy to formulate their own arrangements, with adjustments

made to fit the locality and its unique characteristics or requirements. The city region is seen as one of the leading areas for social value in the UK, and recently hosted the national Social Value Leaders' Conference. The city region has won awards for its work around social value and several districts are acknowledged for their long-standing commitment to local supply chains, sustainable procurement and creating job opportunities for local people.

- 2.3. The Combined Authority has used the GM Social Value Policy across all its procurements since 2014, incorporating the existing objectives into procurements of large scale and diverse programmes such as the Adult Education Budget contracts and the GM Full Fibre programme. These contracts have realised new jobs, new opportunities for young people, enhanced the environment and supported work with voluntary, community and social enterprise sector partners.
- 2.4 In January 2020, the Greater Manchester Co-operative Commission's report 'A Co-operative Greater Manchester' called for all contracting authorities in the city region to consider the adoption of principles to place more emphasis on the added social value of a contract in their corporate strategies, so that they can then be used to inform commissioning and procurement practice.
- 2.5. At the current time, there is considerable interest in social value across the business and voluntary, community & social enterprise (VCSE) sectors, amplified by the COVID-19 crisis. An opportunity now exists to redefine and strengthen the way 'social value' is used in Greater Manchester, both through procurement and as part of a broader, more purposeful, outcomes-focussed and inclusive approach to operating and doing business for organisations across all sectors.
- 2.6 Furthermore, there also exists an opportunity to better align our Social Value Policy and Framework with the current Greater Manchester Strategy, Local Industrial Strategy and other relevant strategic and policy drivers which have been put in place since 2014.

3. STRATEGIC CONTEXT

- 3.1. The refreshed Framework is grounded in the Greater Manchester Strategy and the emerging recovery planning work. A long-term plan will be developed for each objective and specific and hard-edged measures and targets co-produced for Greater Manchester. This will enable organisations to build the priorities into their own policy-making and business planning. Public sector partners will be able to use the Framework to update their own procurement and commissioning strategies; looking for opportunities to embed the priorities across their work.
- 3.2. The Greater Manchester Local Enterprise Partnership (LEP) has been closely involved in the development of these proposals, ensuring that there are clear links between this work and the broader work to support the city region's economic recovery and efforts to build back better.

3.3. The Framework will continue to guide delivery of social value within public sector contracts across the GMCA, individual local authorities and NHS organisations. It will support commissioners to set out their procurement and contract management requirements to maximise relevant social value, and providers to develop and submit proposals.

4. AREAS FOR PROMOTION THROUGH THE FRAMEWORK

4.1. Whilst the COVID-19 pandemic has wrought significant damage across Greater Manchester, it has also presented the conurbation with opportunities to build back better than before and, in particular, to tackle some of the engrained inequalities, extant within our city region, that COVID-19 has so cruelly illuminated.

4.2. Good Employment

4.2.1. One area upon which the crisis has shone a particularly harsh light is the poor employment practices that have, in some cases, exacerbated the impact of COVID-19. As we emerge from the crisis, it will therefore be vital to reassert Greater Manchester's belief that higher employment standards improve productivity, reduce costs and are ultimately better for business.

4.2.2. One clear mechanism by which the city region can promote these values is the Greater Manchester Good Employment Charter, which was launched in January 2020. Employers can become supporters of the Charter, by committing to improving their practice, or Charter members by demonstrating excellent practice across seven characteristics of good employment:

- Secure Work
- Flexible Work
- Real Living Wage
- Engagement & Voice
- Recruitment
- People Management
- Health & Wellbeing

4.2.3. Already, 111 Greater Manchester employers, employing almost 185,000 people, have signed up as supporters of the Charter, and 11 Supporters' Network events and webinars have been held.

4.2.4. In the wake of the COVID-19 pandemic, work is now being undertaken to reflect on how the Good Employment Charter criteria operate in a different employment environment and how they can contribute to Greater Manchester's long-term aspirations to build back better.

4.2.5. Links to public procurement have been a key priority in the development of the Charter development and the refreshed Framework will allow these to be made clear. The ambition will be that GMCA buys goods, works and services from organisations which was demonstrate high standards of employment practice. Membership of the GM Good

Employment Charter will be a way of demonstrating social value through high employment standards across a range of areas in a straightforward way for employers.

4.3. **Green Recovery**

- 4.3.1. COVID-19 has also provided opportunities to reassess what actions can be taken in Greater Manchester to improve air quality and play our part in mitigating the global climate emergency.
- 4.3.2. During the pandemic, we have seen a notable drop in air pollution and a significant increase in the use of active travel modes (walking and cycling). As the crisis begins to subside, Greater Manchester will need to maintain these changes wherever possible as we seek to become a greener city region.
- 4.3.3. The refreshed Framework therefore asks employers to play their part in keeping Greater Manchester's air clean and making their own organisations greener, for example, by putting in place an action plan to reach carbon neutrality by 2038 and putting in place green business travel options.
- 4.3.4. This approach and the environmental priorities listed within the Framework have been endorsed by the GM Environment Plan Executive

4.4. **Bridge GM**

- 4.4.1. Bridge GM is a network of Greater Manchester businesses, education leaders and careers professionals working to develop the city region's young people and support them to learn the skills that they will need later in their working life.
- 4.4.2. COVID-19 has highlighted significant inequalities and disparities across our city region. By becoming part of Bridge GM, employers can support efforts to develop skills in all communities of Greater Manchester and help young people from all backgrounds to access the city regional labour market. Simultaneously, this will help to develop a strong and effective talent pool in the region for their businesses.
- 4.4.3. Engagement with Bridge GM is therefore a suggested measure by which organisations can demonstrate their delivery of social value.

4.5. **Community Action**

- 4.5.1. The pandemic has also seen a significant community response, with individuals and businesses alike offering support to their communities.
- 4.5.2. Over the course of the COVID-19 outbreak, there has been a notable increase in volunteering with local VCSE organisations, which have played a key role in delivering Greater Manchester's humanitarian response to the crisis.

- 4.5.3. Businesses too have provided vital support: many have manufactured and/or donated personal protective equipment to public services, whilst others have provided significant donations of food to VCSE organisations within the conurbation.
- 4.5.4. Not only do these actions demonstrate the public spirit that exists within much of Greater Manchester society, they are also good examples of the delivery of social value. As it develops, the Framework will build on these strong foundations and look to engage people and businesses across the city region.

5. THE REFRESHED SOCIAL VALUE FRAMEWORK

- 5.1. The refreshed Social Value Framework aims to take a high-level, systematic approach to the delivery of social value and sits at the heart of building a movement for change in Greater Manchester. Grounded in the UN Sustainable Development Goals, the Greater Manchester Strategy and Local Industrial Strategy, it is not a benchmarking scheme or just a procurement tool, but a driver of actions aimed at making a difference in the post-COVID period.
- 5.2. **VISION:** *As we rebuild our economy in Greater Manchester following the crisis caused by COVID-19, we will seek to use social value to make the economy impact-focussed, fair and sustainable. We will encourage every organisation in Greater Manchester to carry out its primary activity, managing the resources that it controls and drawing in investment, in such a way that it encourages them to tackle inequalities and create lasting benefits to society and the economy, whilst making positive impacts (or at least minimising damage) on the environment.*
- 5.3. The refreshed framework is built around six objectives:
- Provide the best employment that you can
 - Keep the clean air in Greater Manchester
 - Create the employment and skills opportunities that we need to Build Back Better
 - Be part of a strong local community
 - Make your organisation greener
 - Develop a local, GM-based and resilient supply chain

These objectives align strongly with the Greater Manchester Strategy, but have been lifted out as being relevant and achievable as ‘social value’, backed up by accessible brokerage and support, and having increased priority as a result of the coronavirus pandemic. The following image shows how the Social Value Framework might be presented.

BUILD BACK BETTER - GREATER MANCHESTER SOCIAL VALUE FRAMEWORK

VISION: As we rebuild our economy in Greater Manchester following the crisis caused by Covid-19, we will seek to use social value to make the economy impact-focussed, fair and sustainable. We will encourage every organisation in Greater Manchester to carry out its primary activity, managing the resources that it controls and drawing in investment, in such a way that it encourages them to tackle inequalities and create lasting benefits to society and the economy, whilst making positive impacts (or at least minimising damage) on the environment.



Each priority action will be supported by:

- Clear theory of change
- Guidance for all on how to do it
- Guidance for public sector procurement
- A source of mutual support, training and discussion via GMSVN
- A robust measurement / evaluation system
- A clear description of the support that is available locally.

Provide the best employment that you can

Suggested Actions:

- Get involved in the [GM Good Employment Charter](#)
- Secure work [Real Living Wage](#)
- Inclusive recruitment (incl. post Covid-19 via [Employ GM](#))
- Employee health and wellbeing (including [GM Moves](#) [Employers' Toolkit](#) and [www.mentalhealthatwork.org.uk/toolkit/](#))
- Flexible work
- Engagement and voice
- People management
- Signpost your employees and volunteers to local housing and financial advice, including access early help via [Citizens Advice GM](#)

Be part of a strong local community

Suggested Actions:

- Encourage your employees and members to take part in organized volunteering via your [local volunteering centre](#)
- Develop organizational partnerships with your local [VCSE sector](#) - offer professional support via [Business in the Community](#) National Business Response Network
- Support the [GM Age-friendly Neighbourhoods Challenge](#)
- Provide an opportunity for [Our Pass](#)
- Enable employees, members and volunteers to take part in volunteering to improve the local environment with [Nature GM](#) or activities which reduce social isolation

Help keep the clean air in GM

Suggested Actions:

- Put in place green business travel options for all employees and volunteers
- Implement [Cycle to Work](#) and [salary sacrifice](#) for Ultra Low Emission Vehicles (ULEV) schemes for your staff
- Install cycle racks at your workplace, Electric Vehicle charging points and transition your fleet to ULEV
- Encourage home working and digital solutions – use online communication, webinars and video conferencing
- Get involved in physical exercise programmes via [GM Moves](#)

Make your organisation greener

Suggested Actions:

- Put in place an operational plan for your organisation to be carbon neutral by 2038 with the support of [Green Growth GM](#)
- Organise [carbon literacy](#) training for all employees so that they can understand how to reduce their own carbon footprint
- Maximise energy efficiency and local low carbon energy generation in your workplace – ensure new build maximizes eco standards, or [retrofit](#) your offices and buildings
- Build climate change resilience measures into your risk management and investment plans
- Help enable a [Plastic-free GM](#) - Re-use (or stop using) single use plastic
- Create less waste – with support from [Recycle GM](#)
- Manage any green spaces at your workplace for wildlife and promote environmental volunteering days for your employees

Create the employment and skills opportunities that we need to Build Back Better

Suggested Actions:

- Support your employees / members / volunteers to become a mentor to a young person through the [Bridge GM](#) and develop links with the wider Bridge community to support young people
- Support re-skilling in sectors heavily impacted by Covid-19
- Reach out and share the skills that you have in your organization into the wider business sector and with VCSE organisations
- Offer apprenticeship, experience / internships and other opportunities for young people and schools via [GM Apprenticeship and Careers Service](#)
- Digital inclusion - careers support / work experience / mentoring to build digital skills

Develop a local, GM-based and resilient supply chain

Suggested Actions:

- Use your procurement practices to [maximize social value](#) – buy local, sustainable and ethical goods and services
- Open up your buildings and green spaces for community / VCSE use
- As far as is feasible, purchase goods, services and works from GM-based organisations – think about 'total life cost' not just immediate financial cost
- Consider how to [innovate your business](#) to deliver more sustainable goods and services
- Adhere to the [Fair Tax Marks](#) standards – ensure that your organisation pays the right amount of tax which funds vital public services and goods

Building connections, planning, and action for people, planet and prosperity - Underpinned by good data, effective support and brokerage

6. NEXT STEPS

6.1. It is proposed that the Social Value Framework will be presented using a web-based portal, structured around the six objectives, with links through to a range of suggested actions and sources of support and guidance. Each objective will have a tile on the home page behind which will sit:

- An overview of the objective, its drivers, suggested actions and projected outcomes
- Links to named GM programmes and initiatives which any organisation can join or receive support (e.g. GM Good Employment Charter or Bridge GM)

A basic introduction to the concept of 'responsible business' / 'social value' will also be provided. In order to make social value part of 'business as usual', this Framework should be free to use and easy to implement.

6.2. The following products will be developed to support the refreshed Framework:

- **Policy** - Public sector partners will use the Framework to develop their own procurement and commissioning strategies, looking for opportunities to embed the priorities contained in the Framework across their work.
- **Measurement** - Measurable objectives will be set out to enable a robust evaluation criteria within the procurement process
- **Promotion** – Key to the success of the Framework will be that organisations are aware of it and understand its purpose and content. A communications plan will be required to support the launch of the refreshed Framework.
- **Brokerage** – The web portal will not be static and, as new projects, programmes and initiatives come on stream, they will be added to the website. As far as possible, the

actions described in the Framework should be easily achievable, with support provided and a mechanism for taking action in place. It is anticipated that, as opportunities allow, further brokerage arrangements will be developed to make the strong and sustainable connections, which add resilience to the economy.

- **Support** – It will be important that training and support are available for people and organisations to better understand social value, how they can maximise it from their actions, how to embed it into business, commissioning or procurement strategies, or how to measure and account for the difference that the activities are making.

- 6.3. Formed in 2015, the **Greater Manchester Social Value Network** has several hundred members across GM and nearly 1,000 followers on Twitter. This community of practice has been involved in the development of the draft Framework and has indicated their full endorsement. They will play a key role in promoting, embedding and refining the Framework.

The Network offers:

- A repository of good practice through its own website www.GMSVN.org.uk, including case studies, stories, blogs and practice notes
- Training, workshops, webinars, and a Network to share learning
- A community of experts
- Access to wider networks and sources of training and support

GMSVN has driven forward the Social Value agenda in Greater Manchester and has a vision that Social Value should be at the heart of everything that Greater Manchester does, whether that be the contents of the GM Strategy and the activities of the Mayor, the process of procurement, the behaviour of business, or the activities of people.

- 6.4. Initial work to develop and publish this Framework can be contained within the existing resources of the Combined Authority. However, additional arrangements and systems for monitoring, promotion, training and brokerage may carry an added requirement for funding. Every effort will be made to work with partners to realise the resources required.
- 6.5. A report with further detail and future proposals to accompany the Framework will be brought to a future meeting of the Combined Authority.

7. RECOMMENDATIONS

- 7.1. Recommendations are included at the front of this paper.

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