

## **GREATER MANCHESTER COMBINED AUTHORITY**

**DATE:** Friday, 28th January, 2022

**TIME:** 10.30 am

**VENUE:** Banqueting Suite, Leigh Sports Village, Leigh Stadium, Atherleigh Way, Sale Way, Leigh, WN7 4GY (sat nav)

Wifi - mycomms

Password – zxy421key

## **AGENDA**

**1. Apologies**

**2. Chairs Announcements and Urgent Business**

**3. Declarations of Interest**

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To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer 48 hours in advance of the meeting.

**4. Minutes of the GMCA Meeting held on 17 December 2021** 5 - 24

To consider the approval of the minutes of the meeting held on 17 December 2021.

<b>BOLTON</b>	<b>MANCHESTER</b>	<b>ROCHDALE</b>	<b>STOCKPORT</b>	<b>TRAFFORD</b>
<b>BURY</b>	<b>OLDHAM</b>	<b>SALFORD</b>	<b>TAMESIDE</b>	<b>WIGAN</b>

**5. Minutes of the GMCA Resources Committee held on 17 December 2021**

To note the Minutes of the GMCA Resources Committee held on 17 December 2021.

**6. Minutes of the GMCA Standards Committee held on 17 December 2021**

To note the minutes of the GMCA Standards Committee held on 17 December 2021.

**7. Minutes of the GMCA Audit Committee held on 21 January 2022 - To Follow**

To note the minutes of the GMCA Audit Committee held on 21 January 2022.

**8. Overview & Scrutiny Committee Minutes - January 2022** 31 - 46

- To note the minutes of the GMCA Housing Planning & Environment Overview & Scrutiny Committee held on 11 January 2022.
- Economy, Business Growth & Skills Overview & Scrutiny Committee held on 14 January 2022.

**9. Mayoral General Budget & Precept Proposals - To Follow**

Report of GM Mayor, Andy Burnham.

**10. Greater Manchester Police & Crime Plan** 47 - 106

Report of Baroness Beverly Hughes, Deputy Mayor for Police, Crime, Criminal Justice and Fire

**11. Greater Manchester Retrofit Action Plan** 107 - 162

Report of Councillor Neil Emmott, Portfolio Lead for Green City Region.

**12. Greater Manchester International Strategy 2022 to 2025** 163 - 244

Report of Councillor Elise Wilson, Portfolio Lead for Economy.

**13. Greater Manchester Information Strategy and CA and Executive Leadership** 245 - 290

Report of Councillor Martyn Cox, Leader of Bolton Council.

**14. City Region Sustainable Transport Settlement Draft Programme Case** 291 - 298

Report of GM Mayor, Andy Burnham.

**15. Bid to the Zero Emission Bus Regional Areas (ZEBRA) Fund** 299 - 306

Report of the GM Mayor, Andy Burnham.

**16. Greater Manchester Economic Dashboard and Economy Portfolio Update** 307 - 340

Report of Councillor Elise Wilson, Portfolio Lead for Economy and Business.

Name	Organisation	Political Party
Councillor Neil Emmott	Rochdale	Labour
Councillor Eamonn O'Brien	Bury Council	Labour
GM Mayor Andy Burnham	GMCA	Labour
Councillor Brenda Warrington	Tameside	Labour
Deputy Mayor Beverley Hughes	GMCA	Labour
City Mayor Paul Dennett	Salford City Council	Labour
Councillor Andrew Western	Trafford	Labour
Councillor David Molyneux	Wigan Council	Labour
Councillor Arooj Shah	Oldham Council	Labour

Councillor Bev Craig	Manchester CC	Labour
Councillor Martyn Cox	Bolton	Conservative
Councillor Elise Wilson	Stockport MBC	Labour

For copies of papers and further information on this meeting please refer to the website

[www.greatermanchester-ca.gov.uk](http://www.greatermanchester-ca.gov.uk). Alternatively, contact the following

Governance & Scrutiny Officer: Governance and Scrutiny

✉ [sylvia.welsh@greatermanchester-ca.gov.uk](mailto:sylvia.welsh@greatermanchester-ca.gov.uk)

This agenda was issued on 20 January 2022 on behalf of Julie Connor, Secretary to the  
Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street,  
Manchester M1 6EU

## **Declaration of Councillors' Interests in Items Appearing on the Agenda**

**Name and Date of Committee.....** ➤

<b>Agenda Item Number</b>	<b>Type of Interest - PERSONAL AND NON PREJUDICIAL Reason for declaration of interest</b>	<b>NON PREJUDICIAL Reason for declaration of interest</b>	<b>Type of Interest – PREJUDICIAL Reason for declaration of interest</b>	<b>Type of Interest – DISCLOSABLE PECUNIARY INTEREST Reason for declaration of interest</b>
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Please see overleaf for a quick guide to declaring interests at GMCA meetings.

## **Quick Guide to Declaring Interests at GMCA Meetings**

Please Note: should you have a personal interest that is prejudicial in an item on the agenda, you should leave the meeting for the duration of the discussion and the voting thereon.

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must be notified within 28 days. Personal interests that should be on the register include:

1. Bodies to which you have been appointed by the GMCA
2. Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

**You are also legally bound to disclose the following information called Disclosable Personal Interests which includes:**

1. You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated).
2. You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
3. Any sponsorship you receive.

**Failure to disclose this information is a criminal offence**

### **Step One: Establish whether you have an interest in the business of the agenda**

1. If the answer to that question is 'No' then that is the end of the matter.
2. If the answer is 'Yes' or 'Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

## **Step Two: Determining if your interest is prejudicial**

A personal interest becomes a prejudicial interest:

1. where the wellbeing, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
2. the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

### **For a non-prejudicial interest, you must:**

1. Notify the governance officer for the meeting as soon as you realise you have an interest.
2. Inform the meeting that you have a personal interest and the nature of the interest.
3. Fill in the declarations of interest form.

#### **To note:**

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3**
- a. You may remain in the room and speak and vote on the matter
  - If your interest relates to a body to which the GMCA has appointed you to, you only have to inform the meeting of that interest if you speak on the matter.

### **For prejudicial interests, you must:**

1. Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting).
2. Inform the meeting that you have a prejudicial interest and the nature of the interest.
3. Fill in the declarations of interest form.
4. Leave the meeting while that item of business is discussed.
5. Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

### **You must not:**

Participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,  
participate in any vote or further vote taken on the matter at the meeting.

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# Agenda Item 4

**MINUTES OF THE MEETING OF THE  
GREATER MANCHESTER COMBINED AUTHORITY  
HELD ON 17 DECEMBER 2021 AT ROCHDALE COUNCIL OFFICES,  
NO.1 RIVERSIDE, ROCHDALE**

**PRESENT:**

Greater Manchester Mayor	Andy Burnham (In the Chair)
Bolton	Councillor Martyn Cox
Bury	Councillor Eamonn O'Brien
Manchester	Councillor Bev Craig
Oldham	Councillor Arooj Shah
Rochdale	Councillor Neil Emmott
Salford	Councillor Paul Dennett
Stockport	Councillor Tom McGee
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor Nazia Rehman

**OFFICERS IN ATTENDANCE:**

GMCA – Chief Executive	Eamonn Boylan
GMCA – Deputy Chief Executive	Andrew Lightfoot
GMCA Monitoring Officer	Liz Treacy
Bolton	Tony Oakman
Bury	Lynne Risdale
Manchester	Rebecca Heron
Oldham	Harry Catherall
Rochdale	Steve Rumbelow
Salford	Tom Stannard
Stockport	Holly Rae
Tameside	Steven Pleasant
Trafford	Sara Saleh
Wigan	Alison McKenzie-Folan

Office of the GM Mayor	Kevin Lee
GMCA	Sylvia Welsh
GMCA	Nicola Ward
GMCA	Ross Macrae
GMCA	James Killan
TfGM	Steve Warrener
TfGM	Simon Warburton

**GMCA 224/21      APOLOGIES**

**RESOLVED/-**

That apologies be received and noted from Councillor Elise Wilson (Councillor Tom McGee attending), Councillor David Molyneux (Councillor Nazia Rehman attending), Deputy Mayor for Police, Fire and Crime Bev Hughes, Geoff Little (Lynne Risdale attending), Pam Smith (Holly Rae attending), and Joanne Roney (Rebecca Heron attending).

**GMCA 225/21      CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS**

The GM Mayor, Andy Burnham, opened the meeting with an update on the outcome of an inspection from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services that had assessed Greater Manchester Fire and Rescue's (GMFRS) effectiveness, efficiency and workforce support. The report had concluded that the service had made improvements since its last inspection, especially in its workforce management, and that its response to fires was good. However, further improvement was still required in some areas, and it was noted that work had been underway preceding the inspection to address some of the issues contained within the report, particularly around the service's ability to respond to marauding terrorist attacks.

Updates relating to the Greater Manchester Gender Based Violence Strategy were also provided. The strategy had been created following the tragic high-profile deaths of Sarah Everard and Sabina Nessa and it sought to enhance women and girls' safety. The first meeting of Greater Manchester's Gender Based Violence Board had taken place and had

brought together a range of stakeholders who would work to support survivors of gender-based violence. A new #IsThisOk campaign video had been launched and had received over a million views in the 24 hours following its publication, receiving widespread praise for focusing on the harmful attitudes and behaviours that led to gender-based violence. Members welcomed the campaign, noting that the focus on preventing perpetrators from committing gender-based violence was a positive change from the usual focus on the steps that women and girls could take to protect themselves from it.

The campaign video was played for Members.

It was noted that this was Pam Smith's last meeting as a member of the GMCA and she would be commencing a new role as Chief Executive of Newcastle City Council at the start of 2022. Members reflected upon the great work that she had undertaken and the positive contributions that she had made to Stockport and Greater Manchester. Members gave their thanks to Pam and wished her well in her new role.

**RESOLVED /-**

1. That the recently published HIMC report on Greater Manchester Fire and Rescue Service be noted, and recognition given that although improvements have been made, further work was required to ensure that the service could deliver strongly against all its performance measures.
2. That the GMCA's campaign #isthisok? to address gender-based violence, specifically in relation to the safety of women and girls be endorsed, noting the overdue conversation with all boys, lads and men to call out unacceptable behaviour and promote changing attitudes.
3. That Leaders and Chief Executives be requested to actively promote the #isthisok? campaign across their own Local Authorities and networks.
4. That thanks be recorded to Pam Smith, who was moving on from her position as Chief Executive of Stockport Council, for all her work on behalf of Greater Manchester recognising that GM was a different place as a result.

**GMCA 226/21**

**DECLARATIONS OF INTEREST**

**RESOLVED /-**

There were no declarations of interest received in relation to any item on the agenda.

**GMCA 227/21**

**MINUTES OF THE GMCA MEETING HELD ON 26 NOVEMBER 2021**

**RESOLVED /-**

That the minutes of the GMCA meeting held on 26 November 2021 be approved.

**GMCA 228/21**

**MINUTES OF THE GMCA AUDIT COMMITTEE HELD ON 30  
NOVEMBER 2021**

**RESOLVED /-**

That the minutes of the GMCA Audit Committee meeting held on 30 November 2021 be noted.

**GMCA 229/21**

**MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE  
MEETINGS IN DECEMBER 2021**

**RESOLVED /-**

That the minutes of the Housing, Planning & Environment Overview & Scrutiny Committee meeting held on the 9 December 2021, and the minutes of the Economy, Business Growth & Skills Overview & Scrutiny Committee meeting held on the 10 December 2021 be noted.

**RESOLVED /-**

That the minutes of the GM Transport Committee meeting held on 10 December 2021 be noted.

**GMCA 231/21      GMCA APPOINTMENTS UPDATE**

The GMCA Monitoring Officer took members through a report which updated several appointment changes received from GM Local Authorities in relation to GMCA Committees.

**RESOLVED /-**

1. That the appointment of Cllr Bev Craig, Manchester, as a member of the GMCA be noted.
2. That the appointment of Salford City Mayor, Paul Dennett, by the GM Mayor, as the Deputy Mayor of the GMCA be noted and that it be noted that the Deputy Mayor was automatically appointed as a Vice Chair, under Part 5A, section 4, of the Constitution.
3. That the revised appointments made by the GM Mayor and Chief Executive Officer, GMCA & TfGM, to Portfolios for 2021/22 as below be noted.

<b>Portfolio</b>	<b>Lead Member</b>	<b>Lead Chief Executive</b>
Safe & Strong Communities (Police and Fire)	Bev Hughes (GMCA)	Alison Mckenzie-Folan (Wigan)
Green City Region Waste	Neil Emmott (Rochdale)	Harry Catherall (Oldham)  Eamonn Boylan (GMCA)

Economy & Business	Elise Wilson (Stockport)	Joanne Roney (Manchester) Mark Hughes (Growth Co)
Housing, Homelessness & Infrastructure	Paul Dennett (Salford)	Steve Rumbelow (Rochdale)
Resources & Investment	David Molyneux (Wigan)	Steve Wilson (GMCA)
Equalities, Inclusion & Cohesion	Arooj Shah	Sara Todd (Trafford)
Policy & Reform, Transport	Andy Burnham (GMCA)	Eamonn Boylan (GMCA) – Policy & Transport  Tony Oakman (Bolton) - Reform
Clean Air Zone  Communities & Co-operatives	Andrew Western (Trafford)	Eamonn Boylan (GMCA) & Simon Warburton (TfGM)  Andrew Lightfoot (GMCA)
Education, Skills, Work & Apprenticeships  Digital	Bev Craig (Manchester)	Tom Stannard (Salford) -
Young People	Eamonn O'Brien (Bury)	Steven Pleasant (Tameside)

Culture	Martyn Cox (Bolton)	Alison McKenzie-Folan (Wigan)
Healthy Lives & Quality Care	Brenda Warrington (Tameside)	Geoff Little (Bury)

4. That Cllr Andrew Western be appointed to the GMCA Resources Committee.
5. That Cllr Bev Craig be appointed to the GM Local Enterprise Partnership Board.
6. That the appointment of Cllr George Hulme, Oldham, replacing Cllr Steve Williams, as the substitute member on the Air Quality Administration Committee, be noted.
7. That the appointment of Cllr George Hulme, Oldham, replacing Cllr Steve Williams, as the substitute member on the Air Quality Charging Authorities Committee, be noted.

## **GMCA 232/21            GREATER MANCHESTER STRATEGY REFRESH**

The GM Mayor, Andy Burnham, introduced a report which provided the GMCA with the final draft of the Greater Manchester Strategy for comment and approval. The report also contained the proposed performance framework approach, targets and metrics to be used, alongside an initial Delivery Plan with process for approval for the further development of the Delivery Plan and implementation process.

The refreshed Greater Manchester Strategy had been based on learning from the pandemic and the recommendations of the Greater Manchester Independent Inequalities Commission. The central aim of the strategy was to build a greener, fairer and more prosperous era in Greater Manchester. Addressing the climate challenge would help to reduce inequalities across the city region by reducing rates of fuel poverty, improving health outcomes for residents, and creating high quality jobs. A launch event was planned for early 2022, which would officially launch the strategy as a future-shaping tool to improve Greater Manchester over the next ten years.

**RESOLVED /-**

1. That the final draft Strategy text be approved.
2. That the draft performance framework, targets and approaches be approved.
3. That the initial Delivery Plan be noted and that the establishment of a multiagency Delivery Support Group be approved for its further iteration, development and implementation.

**GMCA 233/21            INTEGRATED RAIL PLAN FOR THE NORTH AND THE MIDLANDS**

The GM Mayor, Andy Burnham, introduced a report which provided members with an update on the latest TfGM analysis of the Integrated Rail Plan for the North and the Midlands ('the IRP').

The analysis confirmed that the IRP fell substantially short of expectations in terms of connectivity and that the alterations to the original vision for improved rail services were detrimental to the economic potential of the north. The proposal to have a surface station at Manchester Piccadilly was sub-optimal and would sever communities living in the vicinity of the station. It was noted that if Bradford, Sheffield, and Leeds were poorly connected, the plan would not allow for connections between these cities themselves and to Manchester to be strengthened. Additionally, there would be significant disruption to services by merging with an already congested Huddersfield line and proposed works to the TransPennie line.

Northern leaders have been working on proposals to increase potential funding using land value capture and this work would continue in order to pursue a proposal that would better meet the needs of the north of England

Members agreed that the IRP was not suitable for the Greater Manchester, especially in relation to proposed plans for a surface station at Piccadilly. The IRP had missed an opportunity to create an underground station that would contribute to the local, regional and national economy by increasing capacity and productivity. Members were also concerned

that opportunities on the wider network across the north had been missed and that the effects on communities had not been properly analysed. Transport for the North had agreed that active travel should be integrated with all rail and road infrastructure, which addressed some concerns from Members.

The GMCA agreed that building the wrong infrastructure now would mean accepting an economic downgrade for Greater Manchester and would cause problems for future generations. Consequently, Members agreed that they would work to respond to the HS2 Bill and petition against it if it proposed a surface level station at Piccadilly.

**RESOLVED /-**

1. That the early TfGM analysis of the Integrated Rail Plan be noted and that it also be noted that it fell substantially short of expectations in terms of connectivity through HS2 on both the east and western side of the country and linked by a high speed east & west (HS3/Northern Powerhouse Rail) service.
2. That it be noted that Manchester City Council would be bringing forward further evidence of the detrimental economic and wider regenerational impact as a consequence of the proposed overground station development proposals for Manchester Piccadilly.
3. That it be noted that there were ongoing strategic discussions underway with Trafford Council regarding the wider impact of the proposals, noting the scope for similar discussions across GM regarding the wider impact and opportunities including active travel solutions that may potentially arrive from HS2 that the opportunities be raised with Government continuously.
4. That it be noted that the GM Mayor would relay these concerns through the Transport for the North Board.
5. That it be noted collectively the Northern Leaders were considering options, including proposals for land value capture along the original proposed new line from Liverpool through Warrington to Manchester Airport and Bradford/Leeds, as an alternative proposal for submission to Government.

6. That it be noted work was underway to respond to the HS2 Bill, including petitioning specifically against the Bill if it included the surface level Piccadilly Rail Station.

**GMCA 234/21                    GMCA RESPONSE TO THE PUBLIC CONSULTATION ON  
DECEMBER 2022 TIMETABLE OPTION TO IMPROVE RAIL  
PERFORMANCE IN THE NORTH OF ENGLAND**

The GM Mayor, Andy Burnham, introduced a report which set out the proposed approach in response to the consultation on the timetable options to improve rail performance in the north of England. The timetable that had been proposed would have the effect of reducing rail services due to current inadequate rail infrastructure. As a consequence of the proposals, Wigan and Stockport in particular would be negatively impacted. The GM Mayor had attended a meeting of Transport for the North and had proposed a formal objection to the consultation unless a timetable for infrastructure upgrades was also provided.

Members highlighted the challenges that their own districts would face as a result of the proposals. Whilst recognising that Stockport has more rail lines than most, the proposals drastically reduce opportunities and access to culture and leisure facilities across the conurbation; in Wigan, there would be no direct lines to Manchester Airport and Piccadilly; in Oldham, the Greenfield and Mosley service proposals would drastically impact on employment opportunities.

Timetabling was raised as a wider issue as services in some districts were not evenly spaced within the hour which disincentivised passengers from using the network. The removal of weekend services would be detrimental to Greater Manchester's aspirations of increasing leisure patronage which had begun to see some recovery. The rail network was also important at evenings to provide transport to and from the conurbation's sporting grounds.

**RESOLVED /-**

1. That it be noted that the proposals for rail timetable improvements for December 2022 included a reduction in the current service levels in the north of England, given limitations of the current infrastructure.

2. That it be agreed that the GMCA formally object to the new timetable proposals, unless a timetable for the required infrastructure improvements be provided.
3. That it be noted that the analysis undertaken by TfGM has suggested that the network could support 2 trains per hour, throughout the day, on the Greenfield and Mosley line from May 2022 and that the proposal would be included in the formal response to the timetable proposals.
4. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, in consultation with the Mayor of Greater Manchester, to approve and submit a response to the consultation on behalf of GMCA.

#### **GMCA 235/21            YOUTH HOMELESSNESS PREVENTION PATHFINDER**

Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure, introduced a report which provided members with an update on the Youth Homelessness Prevention Pathfinder (2021) and the plans for a Youth Homelessness Prevention Social Outcomes Contract (2022-24).

The pathfinder intended to reduce demand at the crisis stage and improve resilience against homelessness. It had been co-produced with individuals who had lived experience of homelessness and carried this experience at its heart. It was hoped that the Youth Homelessness Prevention Social Outcomes Contract would result in further positive outcomes for around 1500 young people.

Members noted that the pandemic had exacerbated youth homelessness and more needed to be done to prevent young people from becoming homeless. Higher risk groups have been identified and a partnership approach was proposed to ensure that these groups were fully supported into proper housing.

Members were reminded that the Housing First scheme had successfully supported 300 clients to date, however it was disappointing that there had been no confirmation from Government regarding the continuation funding support for the scheme.

**RESOLVED /-**

1. That the update in relation to the Youth Homelessness Prevention Pathfinder 2020/21 be noted.
2. That the contract award be delegated to the GMCA Treasurer.
3. That funding for the contract from the Reform Investment Fund (£2.5m) and 2019/20 Business Rates (£2.5m) contribution totalling £5m for years 2022-2024 be approved.

**GMCA 236/21            GM MOVING IN ACTION – GM MOVING STRATEGY 2021-31**

GM Mayor, Andy Burnham, introduced a report which provided the members with the final draft of the GM Moving in Action Strategy.

The campaign video was played for Members and thanks were given to the GM Moving team for their hard work.

Members highlighted the importance of physical activity for both physical and mental health and made reference to the positive impacts of exercise evidenced especially during the pandemic. As recovery from the pandemic continued, physical activity would provide a lifeline to residents who had experienced social isolation by bringing them together with others and it was recognised that there were lots of outdoor activities available for those who wanted to limit COVID-19 transmission. Greater Manchester could be a leader in this space by using social prescribing to drive change and build happier and healthier communities. Members highlighted that investments were being made into leisure facilities in districts which would further support the GM Moving Strategy.

**RESOLVED /-**

1. That the Strategy and the approach set out be endorsed for local authorities and other partners across the system to enact.

2. That it be recommended that senior leaders from across Greater Manchester agencies continue to provide visible strategic leadership on this agenda at the highest level.
3. That it be recommended that Local Authority senior leaders provide ongoing support to their district integrated locality teams and local networks, supporting culture change, system change and behaviour change.
4. That it be recommended that Local Authorities facilitate a meeting of key strategic leaders across the integrated system in each district in 2022.

**GMCA 237/21            DEVOLVED ADULT EDUCATION BUDGET – PROPOSED PRIORITIES AND APPROACH FOR 2022/2023 ONWARDS**

Councillor Bev Craig, Portfolio Lead for Digital, Education, Skills, Work & Apprenticeships introduced a report which provided an overview of progress against the planned priorities of the Adult Education Programme since its inception in August 2019. The report outlined the proposed process for continuing plan-led grant funding agreements and extensions to the procured contracts for 2022/23 (academic year), in addition to providing an outline of the proposed refreshed objectives for the Adult Education Programme, in preparation for implementation from 2022/23.

The programme had funded over 200 level three courses and provided support to key sectors during the pandemic. The flexibility of the programme was crucial to its success and had provided courses to 1200 people to create key workers, including HGV drivers. Members praised the programme's progress and highlighted its importance in helping residents to take advantage of gaps in the labour market at pace.

**RESOLVED /-**

1. That the progress against the planned priorities be noted.
2. That the proposed process for continuing plan-led grant funding agreements and extension to the procured contracts for 2022/2023 academic year be agreed.

3. That the proposed refreshed objectives for the Adult Education Programme, in preparation for implementation from 2022/23 academic year be agreed.

## **GMCA 238/21            GREATER MANCHESTER GROWTH LOCATIONS UPDATE**

Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure, introduced a report which set out the six Growth Locations identified within the updated Greater Manchester Strategy and the work that was progressing to support the development of the Growth Locations.

The six Growth Locations presented a unique opportunity to respond to the needs of the conurbation and level up Greater Manchester by helping it to meet its ambitious targets across several strategies. The identified locations would support employment, education and housing with a focus on inclusive growth.

Members were pleased with the plans and noted the chance to make a real difference for residents who lived and worked within the Growth Locations. The longevity of each area would require strong forward planning, including good transport infrastructure which would be essential to each location's ongoing development.

### **RESOLVED /-**

1. That the six GM Growth Locations as set out in section 2 of the report be endorsed.
2. That the work plan and progress update and next steps be noted.
3. That it be noted that further details on each of the Growth Locations would be shared at the 'A new era for Greater Manchester – Greener, Fairer and more Prosperous' event in January 2022.

Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness & Infrastructure, introduced a report which sought approval for a proposed approach to the delivery of net zero carbon social rented homes. The report also provided an initial interim report on the development of a robust delivery plan, which would be forthcoming in early 2022.

Members were reminded that the strategy was a critical element to addressing homelessness and rough sleeping in Greater Manchester. Research from the National Housing Federation highlights some of the challenges being faced, with 2M children Christmas in housing that was overcrowded, unaffordable or unsuitable. The research also highlighted the underfunding for social rent, together with the fact that larger homes were deemed more expensive to build leading to an acute shortage of family sized social homes.

In Greater Manchester there were currently there were over 1000 people living in emergency accommodation, 4000 households were also in temporary accommodation at the end of June 2021, compared to 3535 in 2020, representing a 13% increase.

Since 1980, over 95,000 homes have been purchased under right to buy schemes, with over 40% of those homes moving into the private rented sector and many of those homes not replaced. Right to buy and right to acquire schemes continued to operate despite the chronic undersupply of truly affordable housing. Greater Manchester has committed to building 30,000 social rented or affordable homes within ‘Places for Everyone’ Plan as part of the overall commitment to deliver 50,000 affordable homes during the period of the Plan. The Plan also commits to any new homes being carbon free from 2028.

The Affordable Homes Programme which would be in operation until 2026 with 50% for affordable home ownership and 50% for affordable rent and not exclusively for social rent. Five Greater Manchester Authorities were not eligible to apply for social rent grant due to constraints of the scheme, which was exacerbating the housing crisis. Members called on Government to work with Greater Manchester to support those who were currently ineligible and to match Greater Manchester’s ambitions to provide good-quality net zero carbon social rented homes.

The strategy was more than just homes and was integral to inclusive growth, employment and the required infrastructure to deliver.

**RESOLVED /-**

1. That a further report detailing a robust Delivery Plan will be submitted to the GMCA in the New Year.
2. That the GMCA support the call for more support from Central Government to enable Greater Manchester to reach its ambition and specifically for a change in the criteria to enable all GM Local Authorities to access the Affordable Homes Grant.
3. That the ambitions set out in the GM Mayor's manifesto to achieve delivery of 30,000 net zero carbon social rented homes by 2038 be endorsed.
4. That the adoption of the whole system challenge approach to delivery of these ambitions set out in the paper and the commencement of the work outlined be agreed.
5. That it be noted that significant support will be required from Government to achieve substantial and sustained progress toward our ambitions.

**GMCA 240/21            GREATER MANCHESTER GO NEUTRAL SMART ENERGY  
FRAMEWORK**

Councillor Neil Emmott, Portfolio Lead for Green City Region, introduced a report which updated members on the establishment of the Go Neutral Smart Energy call-off framework to support the city region's public bodies in optimising renewable energy generation and storage on their estates and assets. The Go Neutral Framework aimed to accelerate the delivery of up to 300MW of renewable energy generation across the conurbation over the next 3 years through the creation of portfolios of smart energy opportunities.

The acceleration of the move to net zero carbon would place a strain on the electricity grid and the Go Neutral Framework was designed to reduce the strain. It would support the creation of local jobs and would mark a key milestone in decarbonising Greater Manchester.

**RESOLVED /-**

1. That the establishment of a Smart Energy call-off framework be approved.
2. That a call-off framework fee structure be approved.
3. That it be noted that if viable projects were achieved, GMCA partners may require additional support to access funds to further develop and deliver the projects.
4. That it be noted that the environmental outcome was to substantially reduce the carbon emissions of Greater Manchester's public estate, through new and additional renewable energy generation and storage capacity.

**GMCA 241/21            GREATER MANCHESTER ECONOMIC DASHBOARD AND  
ECONOMY PORTFOLIO UPDATE**

GM Mayor, Andy Burnham, updated Members on the latest version of the Greater Manchester Economic Resilience Dashboard and an overview of activity related to the Greater Manchester Local Industrial Strategy and Economy portfolio.

Members heard about the effects of the Government's latest COVID-19 guidance on businesses and the economy. The suggestion to minimise socialising without the Government providing additional financial support was having an adverse impact for many businesses across the city region as the Christmas and New Year period was a crucial time of year that made up for the quieter winter months. There had been reports that over 80% of businesses were experiencing significant cancellations as a result of the Government's advice and concerns around the new COVID-19 variant. Members called on the Government to provide additional financial support to businesses and employees who relied on in-person trade and whose incomes would suffer as a result of the new variant and the guidance around it.

**RESOLVED /-**

1. That the GMCA request the Chancellor to provide support and assistance for all the business sectors and individuals who will be affected by the introduction of the new guidance in response to the next phase of the pandemic and that action is taken immediately.
2. That the latest update of the Greater Manchester Economic Resilience Dashboard and response be noted, including delivery of the Local Industrial Strategy and Greater Manchester Economic Vision.

**GMCA 242/21            LOCAL GROWTH DEAL PROGRAMME UPDATE**

GM Mayor, Andy Burnham, introduced a report which updated members on the progress made on the Local Growth Deal Programmes (tranches 1, 2, and 3) and sought expenditure approvals for the Oldham Town Centre Regeneration scheme. The report also provided an update on the health check of the Stockport Mixed Use scheme and sought expenditure approval of the Mayors Challenge Fund contribution to this scheme.

**RESOLVED /-**

1. That the progress made in relation to the Growth Deal Transport schemes as set out in section 3 and 4 of the report be noted.
2. That the progress made in relation to the Non-Transport Skills Capital and Economic Development and Regeneration (ED&R) programmes as set out in section 6 of the report, be noted.
3. In relation to the Stockport Mixed Use scheme:
  - that it be noted that the Full Business Case health check has recently been undertaken

- that it be noted that GM Chief Executives have (in line with agreed governance) agreed the allocation of Growth Deal programme contingency allowance to the scheme
  - that the remaining contribution of £8.845 million from the Mayors Challenge Fund (MCF) to provide the full, overall, contribution to the scheme from the MCF of £11.263 million be approved
  - that Final Full Approval to the scheme be granted to enable a contract for the main construction works to be awarded and for the scheme to progress.
4. That the expenditure approval of Growth Deal funding for the remaining two packages of the Oldham Town Centre Regeneration works as set out in Section 5 of the report be agreed, subject to confirmation of the funding and approval by the Chief Executive Officer, GMCA & TfGM.

**GMCA 243/21            GREATER MANCHESTER INVESTMENT FRAMEWORK,  
CONDITIONAL PROJECT APPROVAL**

Eamonn Boylan, Chief Executive GMCA & TfGM, introduced a report which sought approval for an investment into My First Five Years Ltd and approval for follow-on investments into Immersify Education Limited and Tootoot Limited. Members were informed that the investments would be made from recycled funds.

**RESOLVED /-**

1. That an investment into My First Five Years Ltd of up to £750k be approved.
2. That a follow-on investment into Immersify Education Ltd of up to £200k be approved.
3. That a follow-on investment into Tootoot Limited of up to £100k be approved.
4. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information in respect of the above Fund, and, subject to their satisfactory review and agreement of the due diligence information and the

overall detailed commercial terms of investment, to sign off any outstanding conditions, issue final approvals, and complete any necessary related documentation in respect of the investment noted above.

**GMCA 244/21      EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED /-**

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

**GMCA 245/21      GM INVESTMENT FRAMEWORK, CONDITIONAL PROJECT  
APPROVAL**

**Clerk's Note:** This item was considered in support of the report considered in Part A of agenda (Minute GMCA 243/21 above refers).

**RESOLVED /-**

That the report be noted.

Signed by the Chair:

# Agenda Item 5

## MINUTES OF THE MEETING OF THE GMCA RESOURCES COMMITTEE HELD ON FRIDAY 17 DECEMBER 2021

### **PRESENT:**

Andy Burnham (In the Chair)	Mayor of Greater Manchester
Councillor Martyn Cox	Bolton
City Mayor Paul Dennett	Salford
Councillor Brenda Warrington	Tameside

### **ALSO PRESENT:**

Eamonn Boylan	Chief Executive, GMCA
Kevin Lee	GMCA Treasurer
Sylvia Welsh	Head of Governance & Scrutiny, GMCA

### **RC/10/21 APOLOGIES**

Apologies were received and noted from Councillor Elise Wilson (Stockport) and Councillor David Molyneux (Wigan).

### **RC/11/21 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS**

#### **RESOLVED/-**

There were no urgent announcements or urgent business.

### **RC/12/21 DECLARATIONS OF INTEREST**

#### **RESOLVED/-**

There were no declarations of interest.

### **RC/13/21 MINUTES OF THE GMCA RESOURCES COMMITTEE HELD ON 24 SEPTEMBER 2021**

**RESOLVED/-**

That the minutes of the GMCA Resources Committee meeting held on 24 September 2021 be approved.

**RC/14/21     LGBTQ+ MAYORAL ADVISOR**

Andy Burnham, Mayor of Greater Manchester, took members through a report which sought approval for a three-month extension to the contract of the LGBTQ+ Mayoral Advisor. It was intended that the extension would secure the LGBTQ+ Advisor in his role until the new financial year, when a further report would be brought to formalise the position of all Mayoral Advisors in terms of structures and working arrangements.

The work of the LGBTQ+ Advisor was praised and it was noted that the extension of the contract would ensure that the LGBTQ+ community was represented until the new arrangements were approved.

**RESOLVED/-**

That the extension of the LGBTQ+ Advisor's contract for a period of 3 months from 1<sup>st</sup> January 2022 to 31<sup>st</sup> March 2022 at a cost of £4250, to be funded from the Mayors Community Safety Fund, be approved.

# Agenda Item 6

## MINUTES OF THE MEETING OF THE GMCA STANDARDS COMMITTEE HELD ON FRIDAY 17 DECEMBER 2021

### PRESENT:

Geoff Linnell	Independent Member
Councillor Martyn Cox	Bolton
City Mayor Paul Dennett	Salford
Councillor Brenda Warrington	Tameside
Councillor Andrew Western	Trafford

### ALSO PRESENT:

Eamonn Boylan	Chief Executive, GMCA
Liz Treacy	Monitoring Officer, GMCA
Nicola Ward	Governance & Scrutiny, GMCA

### GMSC/01/21      APOLOGIES

Apologies were received and noted from Councillor Elise Wilson (Stockport).

### GMSC/02/21      CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

### RESOLVED/-

There were none.

### GMSC/03/21      STANDARDS COMMITTEE MEMBERSHIP 2021/22

### RESOLVED/-

That the membership of the GMCA Standards Committee membership for 2021/22 be noted as follows:

Martyn Cox (Bolton) (Con)

Paul Dennett (Salford) (Lab)  
Elise Wilson (Stockport) (Lab)  
Andrew Western (Trafford) (Lab)  
Brenda Warrington (Tameside) (Lab)  
Geoff Linnell (Independent Member)

**GMSC/04/21****STANDARDS COMMITTEE TERMS OF REFERENCE**

Members discussed the committee's membership arrangements following concerns that having one Independent Member may restrict its ability to carry out its functions if the Independent Member was unable to attend.

**RESOLVED/-**

1. That the current Terms of Reference of the GMCA Standards Committee be noted.
  
2. That an additional Independent Member be sought, and the terms of reference amended accordingly.

**GMSC/05/21****DECLARATIONS OF INTEREST****RESOLVED/-**

There were no declarations of interest.

**GMSC/06/21****MINUTES OF THE GMCA STANDARDS COMMITTEE  
MEETING HELD ON 19 NOVEMBER 2020****RESOLVED/-**

That the minutes of the GMCA Standards Committee meeting held on 19 November 2020 be approved.

Liz Treacy, GMCA Monitoring Officer, took members through a report which updated Members on the publication of the Local Government Association Model Code of Conduct for Members.

Particular recommendations were brought to Members' attention, including the section that clarified when the Code would apply, the additional section on respect, and the procedure for declaring gifts and complying with sanctions. Members were informed that two local authorities within Greater Manchester had adopted the LGA's Model Code of Conduct and that the GMCA would follow the approach of the majority of the districts within the conurbation. The eight other districts had accepted the previous iteration of the LGA's Code of Conduct.

Members awaited the government's response to the Committee on Standards in Public Life's report and recommendations and agreed to review the Model Code of Conduct at a future meeting.

**RESOLVED/-**

1. That the report be noted.
2. That consideration and recommendations regarding adoption of the LGA model code be deferred pending the receipt of central government's response to the Committee on Standards in Public Life recommendations and any legislative changes.

Nicola Ward, Senior Governance and Scrutiny Officer, took members through a report which set out the details of the current processes within the GMCA to publish declarations of interest in line with the requirements of the Localism Act 2011.

**RESOLVED/-**

That it be noted that the current processes by which declarations of interest are received, noted and published as described in the report are compliant with the requirements of the Localism Act 2011.

**GMSC/09/21                    GMCA STANDARDS COMMITTEE – WORK PROGRAMME  
2021 - 22**

**RESOLVED/-**

That it be agreed that items for the forthcoming meeting would be decided by the Governance & Scrutiny Officer, taking into consideration the date at which items were last reviewed.

# Agenda Item 8

## MINUTES OF THE GM HOUSING, PLANNING & ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE HELD TUESDAY 11 JANUARY 2022 AT THE TOOTAL BUILDINGS - BROADHURST HOUSE, 56 OXFORD STREET, MANCHESTER, M1 6EU

### PRESENT:

Bolton	Councillor John Walsh (Chair)
Manchester	Councillor Mandie Shilton-Godwin
Oldham	Councillor Barbara Brownridge
Oldham	Councillor Sam Al Hamdani
Rochdale	Councillor Ashley Dearnley
Stockport	Councillor Colin MacAlister
Stockport	Councillor Janet Mobbs
Tameside	Councillor Mike Glover
Tameside	Councillor Liam Billington
Wigan	Councillor Fred Walker

### IN ATTENDANCE:

Greater Manchester Mayor	Andy Burnham
GMCA	Anne Morgan
GMCA	Mark Atherton
GMCA	Joanne Heron
GMCA	Ninoshka Martins

### HP&E 21/29

### WELCOME AND APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Martin Hayes (Bury), Linda Robinson (Rochdale), Akilah Akinola (Trafford), Kevin Procter (Trafford) and Stuart Dickman (Salford).

### HP&E 21/30

### CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

The GM Mayor joined the meeting and advised members on the situation around the introduction of the Clean Air Zone. It was reported that Government had issued a legal directive in March 2020 that required the 10 GM local authorities to address the problem around the lack of clean air by introducing a Category C Charging Clean Air Zone - which principally addresses commercial vehicles including HGVs, buses, coaches,

<u>BOLTON</u>	<u>MANCHESTER</u>	<u>ROCHDALE</u>	<u>STOCKPORT</u>	<u>TRAFFORD</u>
<u>BURY</u>	<u>OLDHAM</u>	<u>SALFORD</u>	<u>TAMESIDE</u>	<u>WIGAN</u>

minibuses, vans, taxis, and private hire vehicles that do not meet prescribed national standards for NO<sub>2</sub> emissions.

Members sought to understand the reason behind the introduction of a GM wide Clean Air Zone. The committee was advised that NO<sub>2</sub> emissions had been dangerously high across all 10 GM local authorities hence the introduction of a GM wide Clean Air Zone.

Concerns were raised around the issues faced by business to retrofit/upgrade their vehicles. It was reported that a £120m compensation scheme had been agreed between GM and the government to support the transition to cleaner vehicles. However, due to supply chain issues and inflation there were fundamental concerns that global and national factors would impact the ability of local businesses and individuals to upgrade their vehicles and it would be likely that the funding allotted to support the transition would be insufficient. Members were advised that further discussions had been planned with leaders to agree a way forward.

A member sought to understand the reason for private cars to be exempted from payment for entering the Clean Air Zone. It was reported that the current GM Clean Air Plan had been prepared with Government to achieve legal NO<sub>2</sub> limit values in the shortest possible time and therefore had been targeted at the most polluting vehicles.

Concerning the Strategic Road Network (SRN), sections of the A628/A57 in Tameside, it was reported that further discussions were underway to establish the most appropriate solution for the charging mechanism to be applied.

It was acknowledged that the purpose of the scheme was solely to reduce air pollution and therefore it was suggested that the income from the scheme be reinvested into the hardship fund. However, it was noted that this was a decision for the 10 local authorities to consider.

**RESOLVED/-**

That the update be noted.

**HP&E 21/31**

**DECLARATIONS OF INTEREST**

No declaration of interests were received.

**HP&E 21/32**

**THE MINUTES OF THE MEETING HELD ON 09 DECEMBER 2021**

The minutes of the previous meeting, held on 09 December 2021 were submitted for approval.

**RESOLVED/-**

That the minutes of the Housing, Planning & Environment Overview & Scrutiny Committee held on 09 December 2021 be approved.

**HP&E 21/33**

**GM RETROFIT ACTION PLAN 2021 - 2024**

Consideration was given to a report that sought members approval on the GM Retrofit Action Plan, that had been commissioned by the Mayoral Retrofit Task Force. The discussion was further supplemented with a presentation that provided an overview of plans to deliver on the 2038 carbon neutral target.

The Mayoral Retrofit Task Force had highlighted the following three notable challenges to meet the targeted average of 61,000 homes retrofitted per year:

- Insufficient skilled operatives required to retrofit homes, public buildings, and businesses
- Lack of innovative funding models and solutions to support GM residents that were willing to complete retrofit measures to their homes
- A local, quality assured offer which would both inform and demystify retrofit

The following comments were made:

Concerns were raised regarding the restrictions around the scope of delivery of various government schemes and the lack of capacity in the supply chain to meet customer demand. Members were advised that work was underway to identify/develop suitable schemes for willing payers to finance the retrofit activity for their own homes. It was highlighted that not all homes would be needed to be retrofitted and that homeowners would also have the option of installing an Air Source Heat Pump into suitable properties. The Government's £5,000 Boiler Upgrade Scheme grants would, from April 2022, support this market to develop and would also attract individuals who are willing to pay for such technology.

It was acknowledged that retrofit generally does not require new trades, it was noted that it would create an opportunity to upskill and retrain existing tradespeople within the construction sector to meet the expected demand. As part of developing the workforce, further work had been planned by promoting retrofitting jobs and by working with higher education facilities to deliver more relevant training and qualifications.

Members highlighted that several residents in GM were living in fuel poverty and therefore sought to understand what had been planned to address this issue. It was reported that through the Green Homes Grant work was underway to support residents to renovate fuel-poor homes. Further plans were underway to reduce energy demand by improving the fabric of the home with the view to offer substantial economic benefits to the people living there.

Concerns were raised around the lack of low carbon options available through boiler suppliers and the damaging impact this would have on the market for future demand. It was acknowledged that there was a need to develop a strong pipeline of suppliers and to create awareness on the type of technology available to homeowners.

Further concerns were raised around the cost of retrofitting including the installation of Air Source Heat Pumps. It was highlighted that the recently announced Boiler Upgrade Scheme would likely incentivise residents to take up on the low carbon offer as the scheme offered a one-off £5,000 grant for eligible homeowners. It was also noted that

launch of the scheme would drive awareness resulting in an increase in market demand which would likely drive down costs.

It was noted that the scale of the environmental challenge meant action was needed across all buildings in GM and that there was a need to sequence interventions and target sectors/individuals who have already recognised the urgency of retrofitting. Doing this would create the necessary demand to stimulate the provision of skills and would enable financial products and services. Members were advised that all new GM homes would be designed to be net zero carbon to achieve the 2038 Carbon Neutral target.

**RESOLVED/-**

1. That the GM Retrofit Action Plan and its contents be noted.
2. That GM Retrofit Action Plan included under Annex 1, be agreed.

**HP&E 21/34                    PLACES FOR EVERYONE UPDATE**

Consideration was given to a presentation that provided an update following the close of the consultation on the Places for Everyone Publication Plan.

The following comments were made:

Members were advised that work was underway to evaluate the responses received and to identify any new emerging issues. Following which the next step would be to submit the plan to the Secretary of State who would appoint a panel of inspectors to carry out an independent examination to decide whether the plan was sound and accordingly make any recommendation to the 9 districts.

As responses to the online consultation were lower as compared to previous years, a member sought to understand whether this would affect the validity of the plan. Members were advised that all legal requirements as set out in the revised legislation to carry out online consultations had been met and therefore did not affect the validity of the plan. Additionally, further work had been done with community groups to capture any comments from residents who were unable to respond to the online consultation.

**RESOLVED/-**

That the update on the progress of Places for Everyone Publication Plan 2021 be noted.

**HP&E 21/35**

**FORWARD PLAN OF KEY DECISIONS**

Consideration was given to a report that provided an overview of the latest Forward Plan of Key Decisions (Appendix A) to identify areas of focus for the committee.

**RESOLVED/-**

That the latest Forward Plan of Key Decisions be noted.

**HP&E 21/36**

**WORK PROGRAMME 2021/2022**

Consideration was a report that provided a summary of the items that would be considered by the Committee during the 2021-2022 municipal year.

**RESOLVED/-**

That the Work Programme be noted.

**HP&E 21/28**

**DATE OF NEXT MEETING**

- 1 February 2022; 10:30 am

**MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY  
ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW & SCRUTINY  
COMMITTEE, HELD ON FRIDAY 14 JANUARY 2022**

**Present:**

Bury:	Councillor Mary Whitby
Manchester:	Councillor Greg Stanton
Rochdale	Councillor Michael Holly (Chair)
	Councillor Raymond Dutton
Salford:	Councillor Jim King
Stockport:	Councillor Kate Butler
	Councillor Becky Senior
Trafford	Councillors Barry Brotherton
Wigan:	Councillor Charles Rigby
	Councillor Debra Wailes (substitute)

**Officers in attendance: -**

GMCA	Joanne Heron, Statutory Scrutiny Officer, GMCA
GMCA	John Wrathmell, Director of Strategy, Research & Economy
GMCA	
GMCA	Lisa Dale-Clough, GMCA
GMCA	Paul Harris, Governance and Scrutiny, GMCA

**EO&S21/30 APOLOGIES FOR ABSENCE**

Apologies for absence were received and noted from Councillors Michael Winstanley, Susan Haworth, Stephen Homer and George Hulme.

Apologies were also received and noted from Councillor Elise Wilson and Simon Nokes, Executive Director, Policy and Strategy, GMCA.

## **EO&S21/31 CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS**

### **a. Clean Air Zones**

An update on the process for the introduction of Clean Air Zones in Greater Manchester was provided.

The update noted that GM is experiencing dangerous and illegal air quality due to nitrogen dioxide exhaust emissions and other vehicle pollution which is leading to serious health problems and 1200 premature deaths occurred last year that were attributed to poor air quality.

Members noted that there are 152 areas in GM where emissions remain higher than legally required levels. In March 2020, the Government issued a legal direction requiring the 10 GM local authorities to address the situation by introducing a category C charging Clean Air Zone for commercial vehicles that do not meet the prescribed national standard for vehicle emissions by 2024 at the latest.

In response to this direction, a Clean Air Plan was developed by the 10 local authorities. In addition, consideration was also given to the economic impact of the CAZ requirements for businesses operating locally, particularly the ability of owners of non-compliant vehicles to change to compliant vehicles.

The mechanisms to support businesses through the transition, including the retrofitting and upgrades to existing commercial vehicles, were explained. Members noted that there continue to be some supply chain issues and inflation of the cost of vehicles, which have impacted upon the vehicle upgrade process.

For this reason, the Greater Manchester Air Quality Administration Committee will therefore be recommended to seek approval from the Secretary of State requesting to pause opening of phase two Clean Air Funds at the end of January 2022, to enable an urgent and fundamental joint policy review with government to identify how a revised policy can be agreed to deal with the supply issues and local businesses' ability to comply with the Greater

Manchester Clean Air Plan. The Committee will also be asked to confirm that preparations to launch the first phase of the Clean Air Zone charging from May 2022 – buses, Heavy Goods Vehicles and non-Greater Manchester taxi and private hire vehicles - will continue.

Members raised the following points:-

- The most recent updates on the Clean Air Zone will be provided for Members following the meeting.
- A Member suggested if the Secretary of State did not implement this policy then there is potential for a legal challenge by environmental groups.
- A Member enquired if there was a process to check or understand how air quality measurements that have informed the CAZ requirements are calculated. In response, officers undertook to share details of the matrix for the calculation of the CAZ requirements.
- Members noted that the public health messaging in relation to the introduction of CAZ was important and is getting lost in the discussions around local economy.
- A Member noted that poor air quality has impacted upon the health of lots of GM residents with a consequential cost to the NHS.
- A Member highlighted some ambiguity with the integrated, online maps.
- A Member noted that the requirement for CAZ is a government directive and not a GMCA or local district initiative. The improved health benefits of removing the most polluting vehicles from the road network was welcomed, but there is a need for the government to provide appropriate funding to support businesses and residents in order for them to comply.
- A Member suggested that people continue to use private forms of transport because GM's public transport system requires improvements. The member suggested that if the level of transport subsidy for GM matched that of London then GM would quickly move to developing a world class integrated transport system. The Member explained that the CAZ is a GM wide requirement and should be adopted as such. Representations on the feelings of local residents in relation to CAZ should also be made to Government.
- A Member suggested that Clean Air Zone discussions will continue when the GM Mayor is in attendance at the next meeting.

**RESOLVED/-**

1. That the update be received with thanks and noted.
2. That a briefing note be shared with Members.

**EO&S21/32                  MINUTES OF THE MEETING HELD ON 10<sup>th</sup> DECEMBER  
2021**

The Minutes of the previous meeting of the Committee, held on 10<sup>th</sup> December 2021 were submitted for approval as a correct record.

A Member suggested that in respect of the Greater Manchester Strategy Refresh item (Minute EO&S21/22 refers), within the points made in the discussion on low carbon properties, the penultimate line in this bullet point should read "...a date of 2028 will seek for all new properties to be zero carbon. This policy proposal will be submitted to the Secretary of State in early 2022".

**RESOLVED/-**

That the minutes of the Economy, Business Growth and Skills Overview and Scrutiny Committee, held on held on 10<sup>th</sup> December 2021, be approved as a correct record, subject to the inclusion of the amendment set out in the preamble above.

**EO&S21/33 GREATER MANCHESTER LOCAL INDUSTRIAL STRATEGY**

Members received a report which provided an update on the GM Local Industrial Strategy, which reminded Members that on 13<sup>th</sup> June 2019, the Greater Manchester Local Industrial Strategy was jointly launched with Government. The report explained that since then, work has been underway to implement the strategy via a phase 1 Implementation Plan, and to establish delivery structures including an overarching Programme Delivery Executive.

The report provided a further update on implementation following the report to the 5 February 2021 meeting of the Committee and emphasised key highlights from 2021, as well as introducing the changing context for delivery of the strategy, including the COVID-19 pandemic and EU-Exit.

Members noted that the Greater Manchester Local Industrial Strategy is one of the country's first modern local industrial strategies. The ambitious strategy is designed to deliver an economy fit for the future, with prosperous communities across the city-region and radically increased productivity and earning power.

The LIS aims to create a highly productive, more inclusive and prosperous city region for all residents, with:

- A plan for communities across all of GM to thrive and prosper.
- Good jobs across the city region backed up by the right infrastructure, skills and networks.
- Supporting everyone to reach their full potential, giving people hope and optimism for the future, leaving nobody behind.
- Driving innovation and productivity in both our frontier and foundational sectors.

A presentation was also provided with an overview of the national industrial strategy white paper and the development of a GM local Industrial Strategy, the key findings of and recommendation of the Independent Prosperity Review and GM's response, and the impact of Brexit and Covid-19.

Members raised the following points:-

- A Member highlighted that once the LIS was originally developed, the main risk for consideration was Brexit. Since this point there has been the pandemic, geo-political changes in respect of China, Russia and Iran, inflation, and energy prices.

- In terms of energy supplies, a Member enquired if there were any sectors that have been impacted by the significant increase in energy supplies. In response, it was noted that this matter has been considered by Economic Resilience Group which has identified issues across all sectors. Industries such as steel fabrication face energy cost increases and are in discussion with Government around support. In addition, it was noted the hospitality and leisure businesses are also impacted by energy cost increases as they still need to heat and light their premises at a time where there is limited custom.
- A Member noted the issues with some of the larger UK based retailers being unable to satisfy public demand for some goods, particularly with the significant costs of shipping, and asked if this was an opportunity to re-set and review the Greater Manchester manufacturing base. In response, it was noted that matters such as the rise in energy costs, shipping and logistics, the commitment to carbon reduction and the UK's exit from the European Union may encourage some discussions on re-shoring for some UK manufacturing supply chains. It was also noted that the larger UK manufactures tend to be part of global manufacturing supply chains. There are some industries within the city region, such as textiles, that are future focused and are looking to develop local, regional and British partnerships.
- A Member noted that 1 in 10 people in GM have no qualifications and enquired on the demographic of this group. In response it was noted that an update will be provided at the next meeting of the Committee.
- In respect of the Energy Innovation Agency, a Member asked how proactive this organization is. In response, it was noted that a set of recommendations have been developed and they are looking to bring Small Medium size enterprises (SME) into the process,
- A Member welcomed the inclusion of childcare provision in the foundational economy.
- In respect of the recommendation of the Resilience review, a Member suggested that food security and what can be done as a city region to secure this provision. In response, it was noted that a task force has been launched to explore food security issues and develop a set of actions.

- A Member highlighted the fragmented education and training across Greater Manchester and enquired how the matter of skills is to be coordinated to ensure better outcomes. In response, it was noted that GM universities have signed an agreement to work together to support GM. It is also understood that Further Education colleges are also working together for Level 3 & 4. It was suggested that an update on this matter will be brought to a future meeting of the Committee.
- In respect of SME leadership training, a Member asked if there will be a set of measures to monitor productivity impact as a result of these training programmes. In response, it was noted that an evaluation process is being developed for this Leadership and Management Programme.
- With regard to supply chains, a Member highlighted the impact on wider industry supply chains which a delay in the supply of microchips has had. The Member suggested that local manufacturing of such technology should be explored. In response, it was noted that some manufacturers are increasing their inventories in order to support supply chain.
- Following an enquiry from a Member, officers explained that the SME Energy Innovation Validation tool has been developed to help standardize products so that they meet industry energy standards.
- In respect of the SME Leadership Programme and following an enquiry from a Member around the proposed take up of this offer, officers noted that this programme has been developed following research on the training needs of businesses. The programme is due to launch in the upcoming months and it was suggested that some market research with business would be beneficial. The Growth Company and Business schools are involved in this process and have a large database of companies to engage with and understand demand.
- A Member welcomed the work taking place on skills. The member highlighted the need to engage with younger people to address training needs.
- A Member noted the importance of community wealth building and local sourcing. In response, it was noted that one of the findings of the independent inequalities commission was to develop a community wealth building hub to support new social enterprises, which is in development currently. An update to this will be brought to a future meeting.

- A Member noted that the report identified that the GM productivity was behind both the US and German economies and if there was anything from these two diverse economies that can be learnt. In response, it was noted that the recent Prosperity Review looked at the difference of local firms and the overarching skills and health base of the local population, the propensity of firms to export and the general leadership ability.
- In welcoming the presentation, a Member sought further information on what is being done to address digital skills pipelines. In response, it was noted that the digital skills provision has been supported for the skills for growth fund. Details on this will be provided at a future meeting of the Committee as part of the education and Skills update.
- In response to an enquiry from a Member regarding unemployment claimants, it was noted the demographic of claimants has changed throughout the pandemic. Currently men aged over 40 seem to be most affected. A monthly breakdown of the Office of National Statistics on claimant information will be shared to committee members.
- A Member suggested that utility companies should be encouraged to invest in bio-gas technologies. A report on the approach of Waste Authorities in this regard was requested. In response, officers undertook to discuss the matter further with the GMCA Waste Committee and also GMCA Planning and Housing colleagues.

**RESOLVED/-**

1. That the update on the Local Industrial Strategy be received with thanks and noted.
2. That a further report on the Local Industrial Strategy be provided to the next meeting of the Committee, be noted.

**EO&S21/34 REGISTER OF KEY DECISIONS**

Members are asked to note and comment on the GMCA Register of Key Decisions for the period 1<sup>st</sup> December 2021 to 31<sup>st</sup> March 2022.

**RESOLVED/-**

That the Register of Key Decisions be noted.

**EO&S21/35 COMMITTEE WORK PROGRAMME 2021-2022**

Members considered the committee work programme for the 2021-2022 municipal year.

The Chair suggested that the Business Support and MIDAS update items be moved from the February to the March 2022 meeting of the Committee.

In addition to the inclusion of the above-mentioned items, it was also suggested that an update on skills be also included for the March meeting and in light of the additional business, the March meeting will be extended by 30 minutes.

**RESOLVED/-**

1. That the revised Committee Work Programme, be noted.
2. That it be noted that the Meeting of the Committee on 11 March 2022 will be extended by 30 minutes to allow for the proposed additional business.

**EO&S2136                    DATES AND TIMES OF FUTURE MEETINGS**

**RESOLVED/-**

That the future programme of meetings, as set out below, be noted:-

Friday 4 February 2022 and Friday 11 March 2022.

All meetings will commence from 10:30 am.

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## **Greater Manchester Combined Authority**

### **FOR INFORMATION**

Date: 28<sup>th</sup> January 2022

Subject: Standing Together – the refresh of the police and crime plan for Greater Manchester (2022-25)

Report of: Beverley Hughes, Deputy Mayor for Police, Crime, Criminal Justice and Fire

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### **Purpose of Report**

This report sets out the approach taken to refreshing Standing Together - the police and crime plan for Greater Manchester including the key issues that have arisen from consultation and engagement with community safety partnerships, Greater Manchester Police (GMP), wider partners, and the public.

### **Recommendations:**

The GMCA is asked to:

1. Note the draft Standing Together plan which is attached for information.

### **Contact Officers**

Clare Monaghan - Director Police, Crime, Criminal Justice and Fire

[Clare.monaghan@greatermanchester-ca.gov.uk](mailto:Clare.monaghan@greatermanchester-ca.gov.uk)

## **Equalities Impact, Carbon and Sustainability Assessment:**

Results summary at APPENDIX 1

### **Risk Management**

There is a legal requirement to publish a police and crime plan within the financial year of the election of the Mayor (by 31 March 2022). Failure to complete this may risk reputational damage to the Mayor and GMCA.

### **Legal Considerations**

Section 5(1) of the Police Reform and Social Responsibility Act 2011, as modified by the Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017, says:-

1) The police and crime commissioner for a police area must issue a police and crime plan within the financial year in which each election for the return of a Mayor is held.

(13) In this section—

“financial year” means the financial year of the combined authority;

### **Financial Consequences – Revenue**

The Mayor will propose the PCC precept to the Police, Fire and Crime Panel on the 31<sup>st</sup> January 2022. The precept will contribute to the overall policing resources for Greater Manchester Police.

This process will also confirm delegated revenue funds to district community safety partnerships.

### **Financial Consequences – Capital**

The plan does not have any additional capital implications other than those included in the report to Panel as above.

### **Number of attachments to the report:**

The draft plan Standing Together 2022-25.

### **Comments/recommendations from Overview & Scrutiny Committee:**

The Police and Crime Panel undertake the scrutiny role.

## **Background Papers**

Summary of consultation responses available on request

## **Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

Yes

## **Exemption from call in**

The police and crime plan is not subject to the call-in process of the GMCA overview and scrutiny committees and has been presented to the GM Police and Crime Panel on the 14 January 2022.

## **1. Introduction**

- 1.1. The current police and crime plan 'Standing Together' was launched in March 2018 and was due to be refreshed in 2020.
- 1.2. Due to the postponement of Mayoral elections in May 2020, the police and crime plan was extended for a 12-month period.
- 1.3. A new police and crime plan must be issued following the election of the Mayor.
- 1.4. Following a period of extensive partner and public consultation the refreshed plan is due to be launched in January 2022.
- 1.5. This report sets out the approach that we have taken to the refresh of the Mayor's police and crime plan which will run until 2025 along with a copy of the draft plan and the proposed next steps. The refresh of the plan has been led jointly by GMCA Police, Crime and Fire Team and GMP.

## **2. Background**

- 2.1. The Police Reform and Social Responsibility Act 2011 sets out the detail which must be included in a police and crime plan as:
  - 2.1.1. The Mayor's police and crime objectives for the area.
  - 2.1.2. The financial and other resources which the Mayor is to provide to the chief officer of police.
  - 2.1.3. The means by which the chief officer of police will report to the Mayor on the chief officer's provision of policing.
  - 2.1.4. The means by which the chief officer of police's performance in providing policing will be measured.
  - 2.1.5. The crime and disorder reduction grants which the Mayor is to make, and the conditions (if any) of those grants.
- 2.2. In producing the police and crime plan the Mayor must:
  - 2.2.1. Consult with the Chief Constable.
  - 2.2.2. Send a draft to the Police, Fire and Crime Panel, who must make a report or recommendations on the draft plan.
  - 2.2.3. Have regard to and publish a response to any report or recommendations of the Police, Fire and Crime Panel.

2.2.4. Issue the plan within the financial year in which the Mayor is elected.

### **3. Refreshing the Police and Crime Plan**

3.1. The police and crime plan outlines the Mayor's vision for how policing and other services which contribute to community safety will be delivered across Greater Manchester.

3.2. The Mayor outlined his high level priorities for Better Communities in his 2021 manifesto, Our Place, Our Time. In his manifesto, he said that "working together, we will create greener, more liveable communities and build toward a better quality of life for all of us to enjoy; we will make sure our Police and public services keep people safe, healthy and supported through the changes to come". The manifesto also set out the Mayor's high level objectives for policing and community safety, a summary of which is set out below:

3.2.1. Supporting the Chief Constable in building a victim-centred culture.

3.2.2. We will protect our communities with a more accountable Police force that puts victims first.

3.2.3. To recruit 325 more police officers this year, bringing increase of 1,000 since 2017more police officers.

3.2.4. Supporting the foster a culture of openness, better support for victims, stronger neighbourhood policing and greater accountability to communities.

3.2.5. Consulting on our Gender Based Violence Strategy and prioritising the tackling of current and historic child sexual exploitation.

3.2.6. Working with partners to put victims first when we tackle anti-social behaviour and its causes.

3.2.7. Working with councils and residents to develop Community Speed Watch groups.

3.2.8. Strengthening the process by which elected members – Councillors and MPs – can hold GMP to account by holding two public accountability sessions every year, open to all elected representatives in Greater Manchester.

3.3. For the priorities in the plan to be achieved it must bring together the efforts of all the agencies that contribute to building safe, strong and cohesive communities. In order to achieve this, the refresh process has prioritised consultation and engagement with all Greater Manchester community safety partnerships and the police; as well as criminal justice and health colleagues, the voluntary sector, and members of our communities.

#### **4. Consultation and engagement with Community Safety Partnerships, Greater Manchester Police, Community and VCSE organisations**

4.1. Working closely with GMP, community safety lead councillors, officers and partnership chairs, consultation events were held in each district between June and July 2021.

4.2. Community safety partnerships supported the continuation of the three high level priorities and presented some challenges that the refreshed plan should address. In each of the ten districts, there was recognition, that the demand for policing and community safety services is heavily influenced by deprivation and inequality and that a targeted approach to addressing these issues is required. The importance of adopting environmentally responsible approaches to providing police and community safety services was widely recognised. The need to recover from the COVID-19 pandemic and adapt ways of working by drawing on the lessons learnt was also seen as important.

4.3. Feedback from the engagement events has previously been circulated to members of the Police, Fire and Crime Panel and community safety partnerships. The recurring themes are as follows:

4.3.1. Provide support to victims of crimes and anti-social behaviour.

4.3.2. Provide accessible and responsive services particularly to the most vulnerable in our communities.

4.3.3. Address serious violence in all its forms.

4.3.4. Develop approaches for early intervention, particularly for children and young people to protect them from abuse and offending.

4.3.5. Address hate crime in all its forms.

4.3.6. Build community confidence and satisfaction with services.

4.3.7. Tackle offending through prosecution of offenders and rehabilitation.

4.3.8. Address online harm including fraud.

4.4. Consultation also identified several enabling factors that should be clear in the refreshed plan:

- 4.4.1. The need to improve access to and the flow through and between different services, in particular mental health services.
- 4.4.2. The value and importance of partnership working at all levels.
- 4.4.3. Longer term investment to improve the capacity, capability and condition of services needed to deliver priorities.
- 4.4.4. Removing the barriers to sharing data in order to improve understanding of problems, to inform the development of improved ways of working, and the use of resources.
- 4.4.5. Involving VCSE and communities in problem solving and in the delivery of interventions.
- 4.4.6. The need to build social capital and adopt environmentally sustainable approaches.

4.5. Consultation with representatives from GMP highlighted the importance of:

- 4.5.1. A multi-agency and joint working approach to managing demand, this includes working with local authorities, health, and criminal justice organisations.
- 4.5.2. The challenges faced by GMP while recognising the improvements that are being made.
- 4.5.3. Recognising the impacts of the COVID-19 pandemic on police and other organisations and the need for recovery and rebuilding which draws upon the lessons of the past eighteen months.
- 4.5.4. The requirements placed on public bodies through the Protect Duty.
- 4.5.5. Recognising the changing demands made of the police including the need to police protests and civil disobedience.
- 4.5.6. Investigation, prosecution, and conviction of offenders as part of the approach to preventing crime.
- 4.5.7. School engagement officers and youth work with clear pathways to interventions for children and young people, building upon the proven approaches used for those who experience violence.
- 4.5.8. Longer term funding for community safety partnerships.

## **4.6. Community Safety Practitioners survey**

4.6.1. A survey of frontline community safety practitioners was also undertaken in October and November 2021, hosted on GM Consult. 80 responses were received.

4.6.2. Practitioners were asked where they worked in Greater Manchester and what organisation they worked for. Practitioners responded from organisations including the police, local authorities and third sector organisations.

4.6.3. When asked what their 3 issues of greatest concern were, practitioners felt that anti-social behaviour, domestic abuse, and drug use and dealing were their biggest issues. Each accounted for around a third of the 80 responses.

4.6.4. 25 responses also focused on issues around the police. These mainly mentioned the lack of police presence due to lack of resource, the impact of police not responding to crimes and the attitude that police have towards victims, particularly victims of sexual violence.

4.6.5. The most common areas that practitioners felt could be improved were the same as those that they identified as the top three issues.

4.6.5.1. anti-social behaviour

4.6.5.2. domestic abuse

4.6.5.3. drugs

## 5. National and local considerations

5.1 The process of refreshing the police and crime plan has also considered:

5.1.1. What we have learnt from the Covid 19 pandemic, new ways of working and changes to patterns of need and demand.

5.1.2. New statutory duties on local authorities to work with partners to tackle domestic abuse and serious violence.

5.1.3. The strategic policing requirement.

5.1.4. HMICFRS assessments of police.

5.1.5. The Government's Beating Crime Plan and new national Crime and Policing Outcomes which focus on crime reduction, serious violence, neighbourhood crime, 999 and 101 answering times.

5.1.6. Greater Manchester Independent Inequalities Commission findings.

5.1.7. The Greater Manchester Strategy and its emphasis on place based, multi-agency working, inequalities and the climate emergency.

5.1.8. Greater Manchester Gender Based Violence Strategy

- 5.1.9. Findings of the Policing and Community Safety Survey and Victims' Survey.
- 5.1.10 The Victims' Commissioner's suggestion that greater prominence be given to victims in police and crime plans.

## **6. Police and Crime Plan - current priorities**

- 6.1. The current police and crime plan, has three high level priorities:
  - 6.1.1. Keeping People Safe
  - 6.1.2. Reducing Harm and Offending and
  - 6.1.3. Strengthening Communities and Places
- 6.2. The consultation and engagement events asked whether it was felt that these high-level priorities needed to change and if so, how.
- 6.3. The engagement has told us that the existing priorities should remain as they align with local plans and priorities and are sufficiently broad to allow flexibility of approach. However, the consultation agreed that there should be a greater focus on victims.

## **7. Public and Practitioners Consultation Responses**

### **7.1. Public consultation**

- 7.1.1. Public consultation on the draft priorities of the plan took place from the 1<sup>st</sup> to the 30<sup>th</sup> November 2021.
- 7.1.2. 283 respondents completed the public consultation via GM consult.
- 7.1.3. Respondents were asked which local authority they lived in across Greater Manchester. There was also the option of completing the consultation on behalf of an organisation, 4% of responses were completed on behalf of a Greater Manchester or a national organisation.
- 7.1.4. The demographic information shows there were a broad range of ages, gender, ethnicity, and religion.

### **7.2. Priority 1 - Keeping People Safe and Supporting Victims**

- 7.2.1. 96% of respondents to the public consultation felt that priority 1 was important or very important.
- 7.2.2. Respondents were asked to select their top three priorities within the overarching theme of Priority 1. The top three responses are as follows:
  - 7.2.2.1. Accessible and responsive services - 19% (154).

7.2.2.2. A modern and effective criminal justice system with the needs of victims at its centre - 15% (127).

7.2.2.3. Increasing trust and confidence in our criminal justice system - 13% (108).

7.2.3. Respondents stated that several other issues also needed to be addressed within this priority:

7.2.3.1. Confidence in the police.

7.2.3.2. Visible police presence.

7.2.3.3. Providing responsive and accessible services to vulnerable victims.

#### **7.2.4. Priority 2 - Reducing Harm and Offending**

7.2.5. 93% of respondents to the public consultation felt that this priority was important or very important.

7.2.6. Respondents were asked to select their top three priorities within the overarching theme of Priority 2. The top three responses are as follows:

7.2.6.1. Investigate and prosecute criminals - 22% (182).

7.2.6.2. Early intervention and prevention - 17% (140).

7.2.6.3. Disruption and dismantling of organised crime - 16% (132).

7.2.7. Respondents stated that several other issues also needed to be addressed within this priority.

7.2.7.1. Early intervention and court diversion.

7.2.7.2. Increased funding for victim services.

#### **7.2.8. Priority 3 - Strengthening Communities and Places**

7.2.9. 90% of respondents agreed that priority three was important or very important.

7.2.10. Respondents were asked to select their top three priorities within the overarching theme of Priority 3. The top three responses are as follows

7.2.10.1. Neighbourhood crime and anti-social behaviour (ASB) - 27% (224).

7.2.10.2. Road safety, speeding and dangerous driving - 15% (121).

7.2.10.3. Countering terrorism - 12% (96).

7.2.11. Respondents stated that several other issues also needed to be addressed within this priority.

7.2.11.1. Anti-social behaviour.

7.2.11.2. Driving offences.

## **8. Structure and content**

8.1. The draft plan is attached to this report for information.

8.2. The plan reflects all of the above feedback and is centred on the 3 priorities as outlined above with the addition of two new themes for action. Tackling inequalities and injustice in all its forms including gender-based violence and delivering with victims, communities, and partnerships.

8.3. Under each of the three priorities, the plan identifies the actions that will be taken.

## **9. Milestones**

9.1. The completed and scheduled milestones for the refreshed plan are set out below:

9.1.1. Police and Crime Leads update - 16th September 2021 (completed).

9.1.2. Police and Crime Steering Group update - 11th October 2021 (completed).

9.1.3. Ongoing consultation and drafting the plan - 11th October to end December 2021 (completed).

9.1.4. Special meeting of the Police, Fire and Crime Panel - 22nd October 2021 (completed).

9.1.5. Start/ end of the public consultation – 1<sup>st</sup> to 30<sup>th</sup> November 2021 (completed).

9.1.6. Special meeting of the Police, Crime and Fire Panel – 14<sup>th</sup> January 2022 (completed).

9.1.7. Wider Leadership team – 12<sup>th</sup> Jan 2022.

9.1.8. Leaders Strategy Group – 18<sup>th</sup> Jan 2022.

9.1.9. CA meeting for information – 28<sup>th</sup> Jan 2022.

9.1.10. Police, Crime and Fire Panel sign off – 31<sup>st</sup> January 2022.

9.1.11. Issue the plan – January 2022.

## **10. Feedback**

10.1 The draft plan was presented to Police, Crime and Fire Panel on the 14<sup>th</sup> January. The Panel recognised:

10.1.1 The read across to the GMP Improvement Plan whilst recognising the important contributions of a broad range of partnerships in the successful delivery of the plan.

- 10.1.2 That the Plan had been developed through extensive consultation and reflected what people wanted to see.
  - 10.1.3 The GM plan should act as a blueprint for locality plans recognising that they may put emphasis on different priorities to the GM plan according to local priorities.
- 10.2 Feedback from District Community Safety Partnerships has also been incorporated into the plan. This includes:
- 10.2.1 More inclusion of gambling as a harm
  - 10.2.2 Correct terminology 'so-called honour based violence'.
  - 10.2.3 Work to develop the designed summary of the plan on a page which can be used to communicate the plan
- 10.3 The Mayor is currently waiting for the report of the panel, as the body with statutory duty, to agree the plan and that the final report will be circulated once that report has been received and considered

## **11. Recommendations**

- 11.1. As at the front of the report.

## IMPACT QUESTIONNAIRE – RESULTS SUMMARY

### Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion	G	<p>The police and crime plan recognises that some communities are disproportionately victims of some types of crime</p> <p>The police and crime plan recognises that some communities are disproportionately victims of some types of crime</p> <p>The police and crime plan recognises that some communities are disproportionately victims of some types of crime</p> <p>The police and crime plan recognises that some communities are disproportionately victims of some types of crime</p> <p>The police and crime plan recognises that some communities are disproportionately victims of some types of crime</p>	
	G	<p>The police and crime plan recognises that being a victim of crime can adversely impact on physical and mental health. The plan also recognises that Mental health can be a driver of police demand and anti-social behaviour.</p>	
	G	<p>The police and crime plan recognises that being a victim of crime can adversely impact on physical and mental health. The plan also recognises that Mental health can be a driver of police demand and anti-social behaviour.</p>	
		<p>The police and crime plan includes the provision of healthcare services for people in police custody as well as taking a lead role in access to drugs and alcohol services across GM</p>	
	G	<p>The Standing Together - Police and crime plan sets out its priorities for public safety. The refreshed plan maintains the three priorities but has a greater emphasis on the support for victims of crime</p> <p>The Standing Together - Police and crime plan prioritises keeping people safe and supporting victims sets out how victims will be supported and the services in place for them.</p> <p>The plan recognises how crime adversely impacts vulnerable people</p> <p>The Standing Together - Police and crime plan sets out its priorities for public safety. The refreshed plan maintains the three priorities but has a greater emphasis on the support for victims of crime</p> <p>Safety on public transport and road safety and identified as key work streams in the plan</p>	
Housing			
Economy			
Mobility and Connectivity	G	<p>safety on public transport is a deterrent to its use. The plan promotes safety on public transport by better connecting the journey to other modes of transport.</p> <p>safety on public transport is a deterrent to its use. The plan promotes safety on public transport by better connecting the journey to other modes of transport.</p>	
Carbon, Nature and Environment	G	<p>The environmental impact of the implementation of the plan will be a key consideration in the approach to problem solving and implementation of the plan, eg - vehicle fleet, police</p>	
Consumption and Production			
Contribution to achieving the GM Carbon Neutral 2038 target			
<b>Further Assessment(s):</b>	Equalities Impact Assessment and Carbon Assessment		
<span style="background-color: #2e7131; color: white; padding: 2px 10px;">Positive impacts overall, whether long or short term.</span>	<span style="background-color: #ffd700; color: black; padding: 2px 10px;">Mix of positive and negative impacts. Trade-offs to consider.</span>	<span style="background-color: #dc3545; color: white; padding: 2px 10px;">Mostly negative, with at least one positive aspect. Trade-offs to consider.</span>	<span style="background-color: #dc3545; color: white; padding: 2px 10px;">Negative impacts overall.</span>

## Carbon Assessment

### Overall Score



Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenanc	N/A	
New Build Commercial/ Industrial	N/A	
<b>Transport</b>		
Active travel and public transport		
Roads, Parking and Vehicle Access	N/A	
Access to amenities	N/A	
Vehicle procurement	N/A	
<b>Land Use</b>		
Land use	#####	
No associated carbon impacts expected.		High standard in terms of practice and awareness on carbon.
		Mostly best practice with a good level of awareness on carbon.
		Partially meets best practice/ awareness, significant room to improve.
		Not best practice and/ or insufficient awareness of carbon impacts.

# Standing Together

Our plan for a new era of accountable and people centred policing, community safety and criminal justice services for Greater Manchester.

2022-2025

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# Foreword by the Mayor, Andy Burnham

This plan is about making Greater Manchester safer for everyone. Whether you are out enjoying the vibrant night-time economy, travelling on the roads or public transport, in the community, online or in the place that you live, work or study.

This partnership plan sets the priorities and commitments for policing, crime, community safety and criminal justice for the next 4 years and the changes that I will oversee as Mayor.

It is an ambitious plan, and it needs to be. It is a challenging time for policing, community safety and criminal justice. People have told me that they want to see a police service that is better at answering the phone, responding to incidents, investigating crime, being more visible and delivering a much-improved service to victims. The Greater Manchester Police Improvement Plan outlines the changes that need to be made along with 25 public promises. I will hold the Chief Constable to account against his Improvement Plan and the delivery of his promises and ensure that Greater Manchester Police provides the police service that the people of Greater Manchester need and deserve.

The improvements that are required do not take away the faith that I have in our frontline police officers and staff who work every day to fight crime and protect the most vulnerable people in our society.

But this Standing Together plan goes beyond the police – setting out the need for communities, local authorities, probation, health, and other partners to continue to improve how they work together to address inequalities, fight crime, and make our city region safer.

The Greater Manchester Strategy is clear - tackling inequality along with the climate emergency are the two biggest challenges of our time and policing, community safety and criminal justice partners have a big role to play in this.

The Gender Based Violence Strategy is just one example of where Greater Manchester is leading the way by ensuring that the services we provide enhance the

safety of women and girls, while preventing gender-based violence from occurring in the first place and challenging the attitudes and inequalities that enable it. We will continue to fight against all forms of hate and discrimination as well as for greater diversity within our workforces. The cross-cutting theme of tackling inequality will run throughout this Plan. We will also be stepping up our role in tackling the climate emergency by making our transport systems and roads safer and in turn encouraging less car use. We have introduced a new commitment to improve the sustainability of the police and other services and greatly improve our green credentials in this area.

The government talks about levelling up and acknowledges that 5% of England's communities experience 25% of total crime but we are yet to see a national plan for addressing these stark inequalities. Our plan is all about delivering with people and communities, as a joined up public service, to tackle, deter and prevent crime and 'level up'.

We are committed to ensuring that Greater Manchester Police is properly resourced. Through the Government uplift programme, and the Greater Manchester Police precept, we have been able to increase the number of front-line police officers by 667 (with a further 325 additional officers planned for 2021/22). However, this remains only a partial restoration of the 2,000 police officers lost from Greater Manchester Police between 2010 and 2017 and does not address the 1,000 police staff lost during this period. I will continue to fight for a fair funding deal for the police and our local authorities, community safety and criminal justice partners.

Throughout this plan, you will see how Greater Manchester continues to stand together in our fight against crime and inequality.

# **Executive summary by the Deputy Mayor, Baroness Beverley Hughes**

This is a plan that truly reflects what the people of Greater Manchester want to see from policing, community safety and criminal justice partners. The priorities and commitments have come directly from what you have told us through our public consultation, engagement across all sectors, and through our quarterly Police and Crime Survey and our Victims' Survey.

The priorities build on those in our first plan because you told us that they are still relevant to the challenges we face but with a **much stronger focus on the needs of victims**. Too many victims have been let down by policing, community safety and criminal justice services. We will vastly improve the support and assistance that victims receive, treat them with the dignity and respect that they deserve, ensure their voices are heard, that they are properly updated and given the right help to recover from their experiences. We will appoint a Victims' Champion to promote the interests of victims and use our survey to understand better their experience and reshape the services that we provide.

Our 3 **priorities** are: -

**1: Keeping people safe and supporting victims**

**2: Reducing harm and offending**

**3: Strengthening communities and places**

We will also be introducing **two themes for action** that will underpin and be reflected in each of these priorities. These are: -

- Tackling inequalities and injustice in all its forms including gender-based violence; and**

- **Delivering with victims, communities, and partnerships**

**Tackling inequality and discrimination is one of the biggest challenges of our time.** This includes gender-based violence, particularly violence against women and girls, all forms of discrimination and hate as well as tackling inequalities in communities.

**Working as a joined up and coordinated Partnership is vital.** Solving the problems in communities and delivering better services demands that the police, local authorities, health and all our public, voluntary and community services collaborate and work even more closely together.

**How we work is also important.** People who have experienced crime as well as our front-line staff know how services should be delivered. We will therefore continue to co-design our strategies and solutions with people. We know that some voices, especially those of people experiencing racial inequalities, disability and other forms of prejudice have not always been heard sufficiently in previous discussions about how services should be developed. We will ensure in future that they are.

To prevent and deter crime and other anti-social behaviour we need to **provide services closer to communities and intervene as early as possible.** I have agreed with the Chief Constable that building back neighbourhood policing is a leading priority for Greater Manchester Police and I want to see all community safety and criminal justice partners working hand in hand in neighbourhoods. In the past year I devolved £32 million directly to community safety partners including £4.4 million to the community and voluntary sector. I will also commit to devolving as much funding as possible to grass roots partners to invest in communities.

By Standing Together we can make a real difference.

# **Foreword by the Chief Constable, Stephen Watson**

I am honoured to be the Chief Constable for Greater Manchester and to lead the officers and staff of Greater Manchester Police in contributing to Standing Together: our Police and Crime Plan for Greater Manchester.

I became the Chief Constable after a number of concerns about Greater Manchester Police's service provision had been identified by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) - some of which are enduring concerns. During my first six months in office, I have worked closely with new colleagues, the Mayor, the Deputy Mayor, and many others to understand the root causes of these concerns. The insights that we have gained have informed our Improvement Plan which will reshape Greater Manchester Police and refocus on the basics of keeping people safe by preventing and reducing crime and caring for victims. The plan includes 25 service improvement promises. I have been heartened by the commitment shown by officers and staff to addressing the concerns identified by HMICFRS, fulfilling the promises and to building a new Greater Manchester Police.

Greater Manchester is a fabulously cosmopolitan place with a proud industrial and cultural history - but it is also beset with social challenges. As the police, we often meet people when they are at low points in their lives either because they have been victimised, are in danger, have suffered a loss, are vulnerable or because they have been accused of doing something wrong. We often provide the first response to people in need or are the last resort when help has not been forthcoming from elsewhere or when people simply don't know where to turn.

In addition, Greater Manchester Police has a wide range of strategic policing requirements and responsibilities that are often regional or national in their scope such as countering terrorism, disrupting organised crime, maintaining public order, dealing with civil emergencies, and responding to large-scale cyber incidents.

I welcome the clarity of the three priorities set out in the Standing Together Plan but, as the name suggests, reducing crime and increasing community safety and justice

can only be achieved by the collective effort of many different organisations working with the diverse communities of Greater Manchester - so I welcome the emphasis that this plan places on working together.

I am resolute in my intention to ensure that Greater Manchester Police fulfils its public promises, makes its contribution to this Standing Together Plan and that together we achieve our shared objective of keeping all of Greater Manchester a safe place to live, learn and work.

DRAFT

# **Foreword by the lead Chief Executive, Caroline Simpson**

The title of the plan, Standing Together, gives a clear message that this is a plan about collaboration and inclusion.

As a local authority Chief Executive, I am pleased that the plan recognises the important contribution of all partners, such as local authorities, health and care partners, probation, the community and voluntary sector, businesses, the police, and people themselves.

This plan is a blueprint for policing, crime, and community safety across the whole city region. It has been developed from the bottom up, so genuinely reflects what the people and partners of Greater Manchester want to see.

The quarterly Policing and Community Safety survey has been invaluable in helping Community Safety Partnerships understand what concerns people have in our cities, towns and neighbourhoods and will continue to help us to target our resources in areas of greatest need and importantly, help us to understand whether what we are doing is making a difference and to guide changes in our service provision.

This plan will be used by all of us in Greater Manchester to deliver a safer city region.

# Greater Manchester: at a glance

Greater Manchester is the second largest city region in the UK with a residential population of 2.8 million people, covering nearly 500 square miles.

It comprises of two cities – Manchester and Salford and the eight metropolitan boroughs of Bolton, Bury, Oldham, Rochdale, Stockport, Tameside, Trafford, and Wigan.

Two of the hallmarks of Greater Manchester are its great variety and diversity: whether in its people (its residents, student populations, those who travel in for work, and those who choose to visit); or its places (its neighbourhoods, town centres, amenities, cultural attractions, and green spaces).

## **Key facts about Greater Manchester** *(to be presented as a graphic with a map of GM and the Key facts overlayed in a box to the side)*

- The population of 2.8 million is predicted to grow by 2% to 2.85 million in the next 4 years
- Home to 100,000 students
- 80% of people are White British, 10% Asian, 3% Black, 4% White backgrounds other than White British, 2% of mixed or multiple ethnic backgrounds, and 1% from other ethnicities
- 585,000 people are living in neighbourhoods among the most deprived in the country
- Home to 8 professional football clubs (including 2 premier league clubs), a division one cricket team, a rugby union premiership team, and two rugby super league teams
- Hosts 1,250 major events per year including 20 festivals
- An average of 5 million trips are made into the city region every week
- 85 miles of motorway, 4 mainline / intercity rail stations, an international airport, a large local rail, and tram network.

## **What this means for policing, community safety and criminal justice**

Greater Manchester is an exciting place to live, work and visit but at times a challenging place to police and keep people safe.

- Greater Manchester makes up 5% of the England and Wales population but over 10% of the demands for police services.
- In the past year there were 1,084,563 calls made to 999 and 101; 8,345 sexual offences recorded; 1,200 victims of modern-day slavery helped; 101,621 anti-social behaviour incidents recorded and around 22,723 people who went missing from home.
- In the past year there were approximately 90,000 acquisitive crimes, 90,000 crimes of violence against the person, more than 60 fatal road traffic collisions and another 2,250 that caused injury.
- GMP undertake the highest number of on-line conversations among England and Wales police forces.
- This year GMP has achieved a 91% increase in the number of assets seized from criminals amounting to £1.79 million a year.
- Crime is becoming more complex with cyber-crime, fraud, and child sexual exploitation all becoming a greater part of the workload.
- At least 40% of incidents attended by Greater Manchester Police require other partners to help respond.
- Around £32 million invested in community safety partnerships a year.
- Government contribution to local authority budgets in some parts of Greater Manchester has reduced by more than 50% since 2010.
- Our quarterly Policing and Community Safety Survey shows that, 88% of people in our communities feel safe in their local area.

# **Standing and working together**

Standing Together is a partnership plan and the Greater Manchester Combined Authority, the 10 Local Authorities, Community Safety Partnerships, Greater Manchester Police, Probation, health and social care, wider public partners, the voluntary and community sector, businesses, and the people of Greater Manchester all have a part to play in it.

This plan does not stand alone. There are several other plans and strategies that feed into, inform, and connect to it including: - the Greater Manchester (GM) Strategy, the GM Fire Plan, the GMP Improvement Plan, the GM Gender-Based Violence Strategy, the GM Violence Reduction Plan, the GM Children and Young People Plan, the GM Road Danger Reduction Plan and the GM Unified Public Services white paper to name a few. The 10 GM local authorities have their own community safety plans that address local concerns. The priorities and commitments contained within this plan link these community safety plans together and are focused on collective performance rather than that of individual organisations.

## **Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) and Greater Manchester Police (GMP) Improvement Plan**

HMICFRS independently assess the effectiveness, efficiency, and legitimacy of police forces. Over the past 12 months it has identified causes of concern that GMP is acting upon.

The Chief Constable has outlined how he will address these concerns in his Improvement Plan which includes:

- **Making services more accessible and reducing 999 and 101 waiting times**
- **Investigating and solving crime, following-up every reasonable line of inquiry, arrest more criminals and seize more criminal assets**
- **Preventing and reducing crime, harm and other anti-social behaviour and running high profile and visible operations**
- **Delivering outstanding public services**
- **Building public trust and confidence**

The Improvement Plan addresses many concerns that are specific to GMP but also recognises the need to work with other organisations to keep people safe, as set out in this plan.

## **The national Strategic Policing Requirement**

Policing in Greater Manchester responds to local policing need. However, GMP must also play its part in responding to national and regional criminal activity and threats. Six national threats are set out by the Home Secretary in the Strategic Policing Requirement. These are:

- **Public order capability**
- **Civil emergencies**
- **Serious and organised crime**
- **Counter terrorism**
- **Cyber-crime investigation**
- **Child sex abuse**

The priorities identified in this Standing Together plan take account of the need for GMP to respond to these national requirements.

## **Listening to you and key partners**

The priorities and commitments in this plan have been informed by listening to the people of Greater Manchester as well as those who provide services and other key partners. It has also been influenced by the insights we derive from our surveys, as well as analysis of crime patterns, trends, and our work with communities. The content was developed in consultation and over a period of 6 months.

## Where our priorities and commitments come from



## Standing Together: Our Priorities and Themes for Action

Priority 1 Keeping People Safe and Supporting Victims	Priority 2 Reducing Harm and Offending	Priority 3 Strengthening Communities and Places
<ul style="list-style-type: none"><li>• Improve access to police services</li><li>• Improve police responsiveness and visibility</li><li>• Improve services to victims</li><li>• Improve services to victims of sexual and domestic violence</li><li>• Protect vulnerable people from criminal exploitation</li><li>• Protect vulnerable young people</li><li>• Improve how police, criminal justice and community safety services work with mental health services</li></ul>	<ul style="list-style-type: none"><li>• Investigate, arrest, and prosecute more criminals</li><li>• Tackle organised crime</li><li>• Reduce high harm and repeat offending</li><li>• Give back to communities and victims of crime</li><li>• Prevent more young people from becoming involved in crime</li><li>• Rehabilitate people so they don't continue to commit crime</li><li>• Tackle drug and alcohol addiction and reduce deaths from their use</li></ul>	<ul style="list-style-type: none"><li>• Reduce crime and anti-social behaviour in neighbourhoods</li><li>• Reduce road danger and make our transport system safer</li><li>• Make our streets and night-time economy safer</li><li>• Improve our response to retail and business crime</li><li>• Invest in ways to bring communities together to improve community cohesion and deter crime</li><li>• Make public spaces and venues safer</li><li>• Tackle inequalities within services</li><li>• Make our services sustainable and reduce our carbon footprint</li></ul>

## **Theme for Action 1: Tackling inequality and injustice in all its forms including Gender-Based Violence**

This includes all forms of discrimination and hate as well as inequalities in our communities.

Where responsibility sits beyond our remit and powers (at a national level or with criminal justice partners) we will advocate for fairer justice and fairer funding.

## **Theme for Action 2: Delivering with victims, communities and partnerships**



# **Priority 1: Keeping people safe and supporting victims**

96% of public responses to our consultation supported this priority.

When asked to select their top priorities for keeping people safe people said they wished to see:

- **a more visible, accessible, and responsive police force and**
- **a fairer criminal justice system with the needs of victims at the centre**

Many public and partner respondents were concerned about victims of gender-based crimes such as domestic abuse and sexual offences as well as protecting vulnerable young people from becoming involved in crime and violence. Some expressed their concerns around inequalities in access to support services.

The following details what you told us (the public, the people delivering services and what we learned) and what we will do over the next 4 years to keep people safe and support victims. The outcomes and how we will hold ourselves to account are outlined in section 12.

## **You asked us to: improve access to police services**

We will: -

1. Reduce 999 waiting times.
2. Reduce 101 waiting times.
3. Invest more in call handling.
4. Introduce a new community messaging app.
5. Improve methods for reporting crime and sharing intelligence with neighbourhood policing teams and community safety partnerships.

## **You asked us to: improve police responsiveness and visibility**

We will: -

1. Investigate all crimes with reasonable lines of inquiry.

2. Invest in and protect neighbourhood policing teams for the purpose of preventing and reducing neighbourhood crime and building trust with communities.

## The Victims Code and Victim Survey

The Code of Practice for Victims of Crime (**Victims' Code**) provides victims with an expectation of the minimum level of service that they should receive from the Police, Crown Prosecution Service, Courts Service, and the Probation Service. The Code outlines [12 Rights that Victims of Crime can expect](#) outlining what each criminal justice agency must do for victims, and the time frame in which they must do it. The Code is statutory and intended to standardise the level of service that victims receive, protecting their rights and raising the quality of support that is delivered.

Every quarter the **Greater Manchester Victim Survey** asks 1,000 people who have been a victim or witness of crime or anti-social behaviour in the past 12 months, about their experiences.

The survey asks questions about reporting a crime to the police, the response received, their expectations and also how confident they would be to report a crime in the future. It also asks people who have gone through the court process about their experiences. The survey is used to inform changes to service delivery and drive improvements.

## You asked us to: improve services to victims

We will: -

1. Appoint a Victims' Champion to provide independent challenge to our approach and promote the interests of victims.
2. Ensure victims receive the support that they deserve and to put things right when things go wrong as outlined in the new Victim's Law.
3. Address inequality in access to victim services by recommissioning victim support services based on victim feedback and ensuring they reflect the needs of people facing inequalities who might need more bespoke services.

4. Hold ourselves to account using the Victim's Code and through our Victim Survey.
5. Give all victims the contact details of the police officer who is looking after their case.
6. Improve how victims are kept informed of progress in their case.
7. Develop safe and supportive care when victims are in court.
8. Advocate for victims who have been let down by the criminal justice system.
9. Support victims who do not want to enter the criminal justice system to cope and recover.

**You asked us to: improve services to victims of sexual violence and domestic abuse**

In addition to the above, we will: -

1. Undertake an end-to-end review to inform the redesign of these services.

**The Greater Manchester Gender-Based Violence Strategy**

Greater Manchester is home to over 1.4 million women and girls, and we continue to lead the way in striving for gender equality. However, there are many issues that disproportionately affect women and girls. The 10-year strategy aims to: -

- **Mobilise Greater Manchester around the issue of Gender-Based Violence and tackle behaviours that contribute to it**
- **Support victims and survivors**
- **Support children and young people**
- **Respond to perpetrators of Gender-Based Violence**
- **Improve the policing and criminal justice response**
- **Integrate health and social care and wider services to better respond to Gender-Based Violence**

**You asked us to: protect vulnerable people from criminal exploitation**

We will: -

1. Help victims of modern slavery and human trafficking to recover by providing safe accommodation, assistance, counselling, and specialist advice.
2. Offer support services to people who are more vulnerable to exploitation because of homelessness, poverty, drugs, alcohol, and gambling addictions.
3. Prevent more people becoming victims of fraud.
4. Raise awareness of hate crime, the harm it causes, promote how people can report it and improve the access to support for victims.
5. Develop partnership approaches to get to the root causes of why people go missing.

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## **Case study: The Modern-Day Slavery Team**

The police received a report of domestic slavery from a woman on a spousal visa.

She had escaped with her children and reported being abused by her husband in her home. She was isolated from her family, unable to leave the house and unable to access a phone. Her husband threatened her with deportation, and her children being taken away.

The Modern-Day Slavery Coordination Unit and Investigative Team took the victim and her young children to the Place of Safety (a flat). She did not speak English and was extremely fearful.

The Modern-Day Slavery team worked hard to: -

- **Ensure the victim and her children were in a safe place (the flat) and that she felt comfortable.**
- **Build a rapport with the victim and prioritised her care. She then went on to disclose further sexual offences and harrowing accounts of abuse.**
- **Avoid the victim having to tell her story multiple times by quickly establishing what information had already been obtained and whether further information was required.**
- **Conduct research into her husband who was found to have a history of ‘so called honour-based abuse’.**
- **Ensure the victim spoke to the same people she trusted and was not traumatised by a series of unfamiliar faces attending the flat.**

## **Cyber and Economic Crime Awareness Service**

Fraud accounts for 16% of all crime committed nationally.

Run by Greater Manchester Police, this service has provided direct support and interventions to more than 8,000 vulnerable victims of fraud.

Fewer than 0.5% of people who receive support from the team go on to be a repeat victim.

## **You asked us to: protect vulnerable young people**

In addition to the above, we will: -

1. Safeguard young people and families with complex needs to prevent exploitation and abuse.
2. Improve the service to victims of Child Sexual Exploitation and Abuse.
3. Deploy youth work 'Navigators' in A&E departments and in the community to support young people who have been a victim of knife crime or other forms of serious violence.
4. Co-design knife-crime and violence reduction campaigns with young people
5. Invest in community led approaches and grass roots activity to reduce violence.

## **The Greater Manchester Violence Reduction Unit**

The Violence Reduction Unit brings together police, probation, health, education, youth justice, community, voluntary and local authority partners to address the causes of violent crime and work together with communities to prevent it. Its work includes: -

- co-designing knife crime and violent reduction campaigns with young people
- diverting people away from violence at critical moments and through sport and positive activity and
- developing an aspirational voice for children and young people called 'I am Greater'

To find out more and get involved please visit <https://gmvru.co.uk/>

## **A community-led approach to violence reduction**

The knowledge of how to deal with violence lies within the community.

That is why the Violence Reduction Unit has invested £500,000 in local grass-roots organisations to design, develop and implement their own ideas to address the causes of violence. These 'community-led pilots' are live in Manchester, Bolton, and Salford, and in development in Bury, Oldham, and Tameside. We are committed to growing this approach across the city region.

One of these pilots is in Moss Side in Manchester. The Moss Side pilot has identified five key priorities – youth work, community sports, performing arts, family work, and accessible trauma support. Organisations in the pilot include the Hideaway Youth Project, 84YOUTH, Odd Arts, the Rio Ferdinand Foundation, Claremont Youth Project and Moss Side Fire Station Boxing Club.

**You asked us to: improve how police, criminal justice and community safety services work with mental health services**

We will: -

1. Develop the right mental health pathways at all levels so that people suffering from mental ill health get the support they need from the people best trained to help them.
2. Focus on practical solutions that address mental health needs and reduce the impact these have on frontline policing.

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# Priority 2: Reducing harm and offending

93% of public responses to our consultation felt that this priority was important.

When asked to select their top priorities for reducing harm and offending people said they wished to see: -

- **More criminals being investigated and prosecuted**
- **A focus on tackling organised crime and**
- **Services intervening earlier and preventing people becoming involved in crime**

The impact that drugs and alcohol addiction have on offending and on communities was frequently mentioned. The priority also needs to strike a balance between enforcement, protection of people and communities, and the rehabilitation of offenders.

The following, details what you told us (the public, the people delivering services and the evidence) and what we will do over the next 4 years to reduce harm and offending. The outcomes and how we will hold ourselves to account are outlined section 12.

## **You asked us to: investigate, arrest, and prosecute more criminals**

We will: -

1. Investigate all crimes with reasonable lines of inquiry
2. Improve the quality of investigations and forensics
3. Improve relationships with the Crown Prosecution Service
4. Provide better support to witnesses

## **You asked us to: tackle organised crime**

We will: -

1. Seize more drugs, money, and assets from organised crime gangs.
2. Have a plan to tackle each organised crime group and dismantle their operations.

3. Protect communities and victims that are most impacted by organised crime.

### **You asked us to: reduce high harm and repeat offending**

We will: -

1. Get the right balance of fairness in terms of enforcement, protection of the public, and rehabilitation of offenders.
2. Increase the use of electronic monitoring orders.
3. Increase the use of stalking and harassment prevention orders.
4. Understand and address what motivates people to repeatedly offend.

### **Community Payback**

Community Payback is where people who have committed an offence are told by the court to undertake unpaid work to pay back the community. It can also support rehabilitation and prevent re-offending.

Schemes in Greater Manchester include ground clearance, graffiti removal, furniture repairs, sorting food for people in need, or making goods for charities.

Around 3,400 hours of community pay back is given back to communities in Greater Manchester in an average week.

### **You asked us to: give back to communities and victims of crime**

We will: -

1. Increase the use of 'community pay back' and ensure that the work supports our communities and voluntary sector.
2. Ensure 'community pay back' is visible to communities.
3. Re-commission a Restorative Justice Hub.
4. Ensure victim's wishes are at the heart of restorative justice.

## **Restorative Justice**

Restorative justice gives the victim the opportunity to tell the offender how the crime they have committed has affected them. The offender is given the opportunity to repair the harm caused.

It can only take place with the agreement of both the victim and the offender and with the guidance of trained professionals.

## **You asked us to: prevent more young people from becoming involved in crime**

We will:

1. Focus on young people who are at risk of offending and on activity that diverts them away from crime at the point of arrest.
2. Further develop our early help and targeted youth offer.
3. Fund grass roots activity and interventions through the Deputy Mayor's Early Intervention and Prevention Grant.
4. Develop programmes for 18–25-year-old males at risk of reoffending with probation services and prisons.
5. Roll out an Out of Court disposal Model across Greater Manchester in line with national policing guidance and ensure the right quality checks are in place.
6. Ensure that trusted organisations deliver the right support services.

## **Out of Court Disposal**

Is a way of dealing with a crime or offence that does not require a prosecution in court.

This can be used when the offender admits that they are guilty and shows remorse and where the victim supports not going to court.

Out of court disposals should be used as a problem-solving tool by the Police to enable more crimes to be resolved to the satisfaction of the victim.

The process requires quality checking to ensure it is being used correctly and consistently.

The offender must also be given appropriate support to prevent them offending in the future.

## **You asked us to: rehabilitate people so they don't continue to commit crime**

We will:

1. Deliver accommodation support, education, training, employment, dependency and recovery services, family, and peer support services.
2. Help more vulnerable women, who are often both victims and offenders, by offering further support.
3. Help more young people to rehabilitate by giving them the opportunity to live a different life on release from prison.
4. Bring young people closer to home on release from prison and help them integrate into society.
5. Better understand the link with learning disabilities, autism and people who offend and provide further support.
6. Support people who are on probation into housing.

## **Our work with Probation**

Greater Manchester has arrangements with Her Majesty's Prison and Probation Service which enables us to co-design, co-commission and co-invest in rehabilitative services with probation partners to achieve the shared aim of reducing reoffending.

We help keep the public safe by focusing on and tackling the 'revolving door' - those who repeatedly come into contact with the Criminal Justice System.

We are developing rehabilitative support and resettlement services so that people can make a positive and lasting change to their lives including: -

- **Accommodation support**
- **Drugs and alcohol dependency recovery and support**
- **Education**
- **Training and employment**
- **Peer support**
- **Further support to vulnerable and marginalised women and**
- **Work with our community and voluntary partners to build capacity and support in communities.**

**You asked us to: tackle drugs, alcohol and gambling addiction and reduce deaths from their use.**

We will:

1. Identify people who offend because of drugs, alcohol and gambling addictions and link them into treatment with police, prison, and probation services.
2. Increase the number of community sentence treatment requirements for people whose offending is linked to mental health difficulties or the use of drugs and alcohol.
3. Provide medically safe detention and reduce deaths in custody.
4. Improve access to healthcare and support services for vulnerable people.
5. Support people moving from prison to community based healthcare services.

## Community Sentence Treatment Requirements

There are three different types of Community Sentence Treatment Requirements (CSTRs). Judges and magistrates can order them as an alternative to custody for people willing to access treatment for underlying health issues that are linked to their offending behaviour.

- **Mental Health Treatment Requirements (MHTRs) can be used to help people with mental health issues, including personality disorders.**
- **Drug Rehabilitation Requirements (DRRs) are for offenders who are dependent on or misuse drugs.**
- **Alcohol Treatment Requirements (ATRs) are for offenders assessed as alcohol dependent and requiring intensive, specialist care-planned treatment.**

## **Case study: “Sarah”**

“Sarah” was referred to the Women’s Centre after receiving a community sentence for assault. Initially Sarah said that she had substance misuse, benefits, and relationship issues.

The Women’s Centre worked with her to:

- **Maintain her tenancy and furnish her home**
- **Help her access food and clothing donations**
- **Liaise with probation staff to prevent breach of the Community Order**
- **Engage with drug and alcohol services**
- **Provide support to address self-harm issues and**
- **Provide advice and support regarding social services involvement with her children.**

Sarah took some time to build a trusting relationship with the Women’s Centre and she later disclosed that she was suffering from domestic violence and trauma from an abusive childhood.

By building up her trust and developing her self-esteem Sarah began to make progress engaging with housing, substance misuse and abuse support services. She has developed a trusting relationship with her key worker and a positive relationship with social workers regarding her children.

She now has weekly access to her children, has moved away from her abusive relationships and has been volunteering in a shop. There have been no concerns identified about misuse of alcohol or drugs and Sarah is in settled accommodation.

# Priority 3: Strengthening communities and places

90% of public responses to our consultation felt that this priority was important.

When asked to select their top priorities for strengthening communities and places people said they wished to see: -

- **Reducing neighbourhood crime and anti-social behaviour**
- **Improving road safety and tackling speeding and dangerous driving and**
- **Counterterrorism**

The lack of resources was mentioned more frequently in this priority by partners who felt that neighbourhood policing and the capacity of local authorities to respond to neighbourhood demands was a challenge. The need for closer collaborative working was seen as paramount as was developing a closer relationship and trust with communities.

The following details what you told us (the public, the people delivering services and the evidence) and what we will do over the next 4 years to reduce harm and offending. The outcomes and how we will hold ourselves to account are outlined in section 12.

## **You asked us to: reduce crime and anti-social behaviour in neighbourhoods**

We will: -

1. Improve how public services work together to respond to issues at a neighbourhood level to deal with the causes of crime and the determinants.
2. Ensure that no local authority area falls behind from experiencing rising levels of crime and falling feelings of safety.
3. Supporting all areas to build pathways to recovering from Covid-19 and its consequences.
4. Allocate more resources to neighbourhoods that are disproportionately impacted by crime, targeting need, and ensure a levelling up of how safe people feel.

## **Community speed watch**

Community speed watch enables volunteers to track the speed of motorists. These schemes can positively impact the behaviours of drivers and provide a local response to concerns of speeding.

Greater Manchester has community speed watch schemes but more needs to be done to ensure they are supported, effective and sustained.

Greater Manchester Police will support community speed watch by providing risk assessments, training, equipment, and deployments with the aspiration of rolling out more successful community speed watch schemes across the city-region.

## **You asked us to: reduce road danger and make our transport system safer**

We will: -

1. Reduce fatalities and serious injuries on our roads.
2. Invest more in roads policing.
3. Increase the security and police presence on public transport.
4. Tackle anti-social behaviour on public transport.
5. Increase safe reporting mechanisms.
6. Roll out community speed watch schemes.
7. Run hard hitting campaigns such as Safe Drive: Stay Alive, targeted at young drivers.
8. Support schemes and operations that encourage safe walking and cycling and reduce car usage.

## **You asked us to: make our streets and night-time economy safer**

We will: -

1. Implement an integrated Public Space CCTV pilot schemes that will increase safety through closer collaboration and information sharing across public sector CCTV systems.

2. Implement a zero-tolerance approach to street and on-line harassment of women and girls through public conversations and campaigns.
3. Sustain and expand safe havens and volunteer schemes that help people stay safe at night.
4. Implement a Safety at Night Charter with premises.

**You asked us to: improve our response to retail and business crime**

We will: -

1. Increase reporting levels and investigations into retail and business crime.
2. Make it faster and easier for businesses to report crime.
3. Undertake targeted work in repeat and high-volume locations.
4. Campaign to prevent the violence and abuse of shop workers.
5. Provide better support to victims of retail violence.
6. Work closely with retailers and businesses on crime prevention and the sharing of intelligence.

### **Tackling retail crime and the violence and abuse of shopworkers**

According to figures provided by the union USDAW around 90% of shopworkers have experienced verbal abuse and 9% said they had been physically assaulted.

Greater Manchester Police have set up a Retailers Against Crime group that includes Tesco, Morrisons, the Co-op, Sainsburys, Asda, Boots, the Federation of Small Businesses, JD Sports, and the Association of Convenience Stores as well as representatives from community safety.

This group enables retailers to share intelligence with the police and drive forward improved services to victims of retail violence as well as providing improved reporting, investigations, support, and crime prevention.

**You asked us to: invest in ways to bring communities together to improve community cohesion and deter crime**

We will: -

1. Devolve as much funding as possible to community safety partnerships to invest in voluntary and community activity that prevents and deters crime and anti-social behaviour and increases community cohesion.
2. Continue to provide grants aimed at bringing communities together to promote and celebrate diversity and to reach out to communities who may feel hidden and separated.
3. Actively monitor and act on intelligence from communities regarding tensions or groups that are being targeted.

### **You asked us to: make public spaces and venues safer**

We will: -

1. Implement the new Protect duty to make public spaces and venues safer and prevent and deter attacks.
2. Ensure lessons are learnt and action is taken following the recommendations from the Manchester Arena Inquiry.

### **Greater Manchester Equality Panels**

This plan is about making Greater Manchester safer for all people regardless of age, background, gender, where they live, their culture or beliefs.

Greater Manchester has a range of panels and other networks that the partners in this plan will commit to engage, consult and co-design solutions with. This includes the: -

- **Race Equality Panel**
- **Disabled People Panel**
- **LGBTQ Panel**
- **Women and Girls Panel**
- **Youth Combined Authority**
- **Ageing Well Hub**

## **You asked us to: tackle inequalities within services**

We will: -

1. Evaluate recruitment practices.
2. Ensure the workforce is representative of all communities of Greater Manchester from recruits into senior management.
3. Implement a diverse leaders programme to encourage career progression.
4. Develop effective and representative local scrutiny and advisory groups to challenge the use of police powers including stop and search and the use of tasers.
5. Work with the Greater Manchester Equality Panels as critical friends in our approach to tackling inequalities and to co-design solutions.
6. Make all information relating to diversity, equality, and inclusion publicly available.

## **You asked us to: make our services sustainable and reduce our carbon footprint**

We will: -

1. Make our vehicles less reliant on fossil fuels.
2. Decarbonise the police estate.
3. Collaborate with other blue-light services to share estates, resources, and work on other common sustainability issues such as electric vehicle charging infrastructure and waste reduction.
4. Procure and spend as much as we can locally and with the community and voluntary sector to benefit our communities.

## **Case Study: Safer Streets for Women and Girls**

Street harassment and harassment on and around public transport was the most frequently mentioned issue raised by women and girls as part of the Gender-Based Violence ‘call for evidence’.

As a result, Greater Manchester successfully applied for Home Office funding to deploy and test several interventions to respond to the issues raised. This included:

- **A reporting campaign to educate passengers on reporting mechanisms and to increase reporting of incidents to the police.**
- **The presence of trusted adults, youth workers and trained staff to increase safety and reporting.**
- **Integration and upgrades to the CCTV system in key locations so that images can be instantly shared between partners, to increase coverage, and better track routes home.**
- **Training of 570 staff Metrolink staff to spot and appropriately respond to incidents**
- **A zero-tolerance poster campaign designed by college students.**
- **An education campaign leading to a theatre production and exhibition.**

These schemes will be trialed, and their success measured, with the intention of sustaining and expanding successful interventions across Greater Manchester.

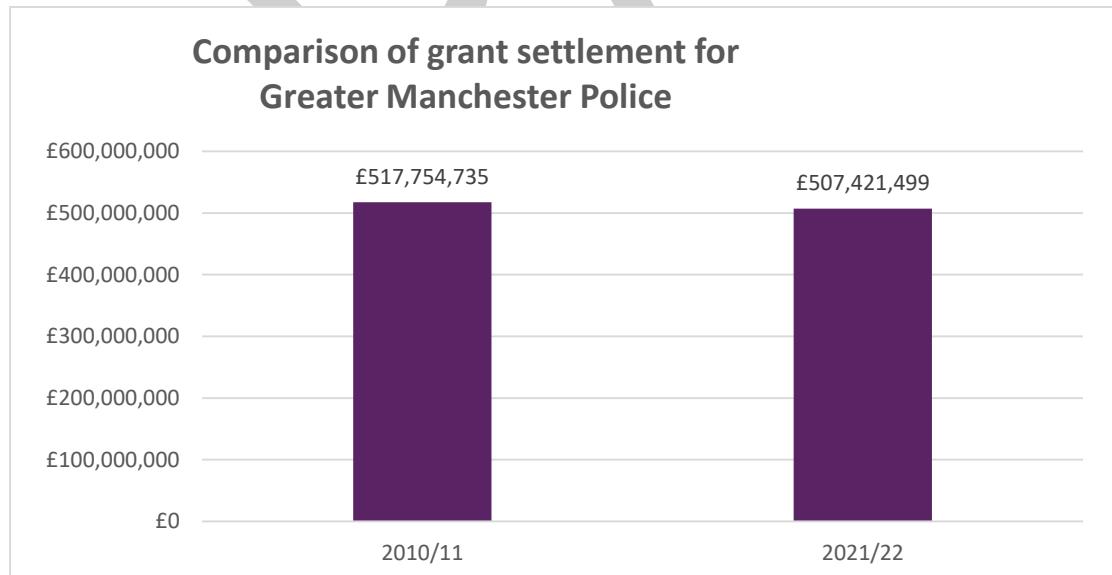
# Finance and resources

Police forces are funded by a combination of a grant from central government and the policing precept which is included in the council tax.

For Greater Manchester Police, the central government grant accounts for 75% of the funding with the balance of 25% coming from the policing precept.

In 2020/21 the government provided the first year of grant funding for the national expansion programme to recruit 20,000 police officers over three years. This has enabled recruitment of additional police officers of 320 in 2020/21 and further 325 in 2021/22 across Greater Manchester, plus 16 to support the Regional Organised Crime Unit (ROCU).

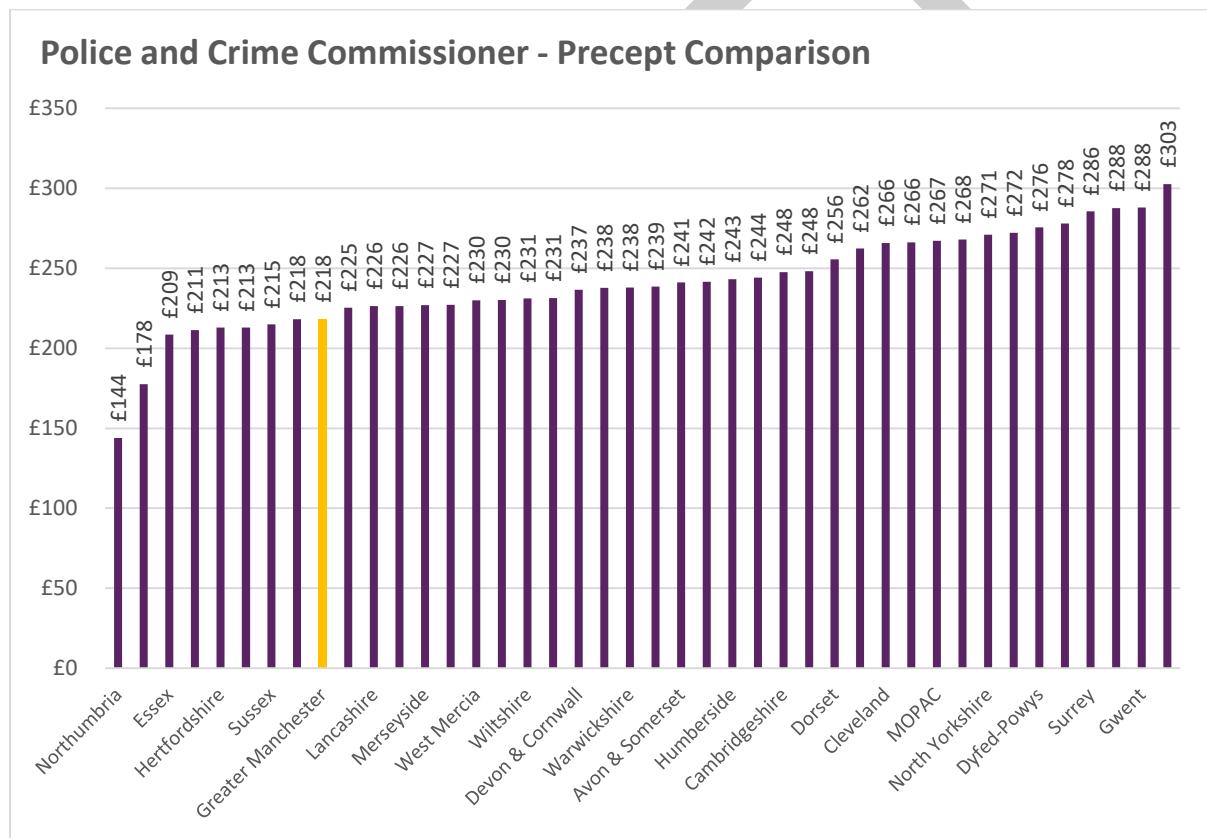
The chart below compares government grant funding between 2010/11 and 2021/22. Whilst the 2021/22 grant includes the first two years of funding for the recruitment of additional police officers, it is still over £10 million less than 2010/11 and does not reflect inflationary increases over the last ten years.



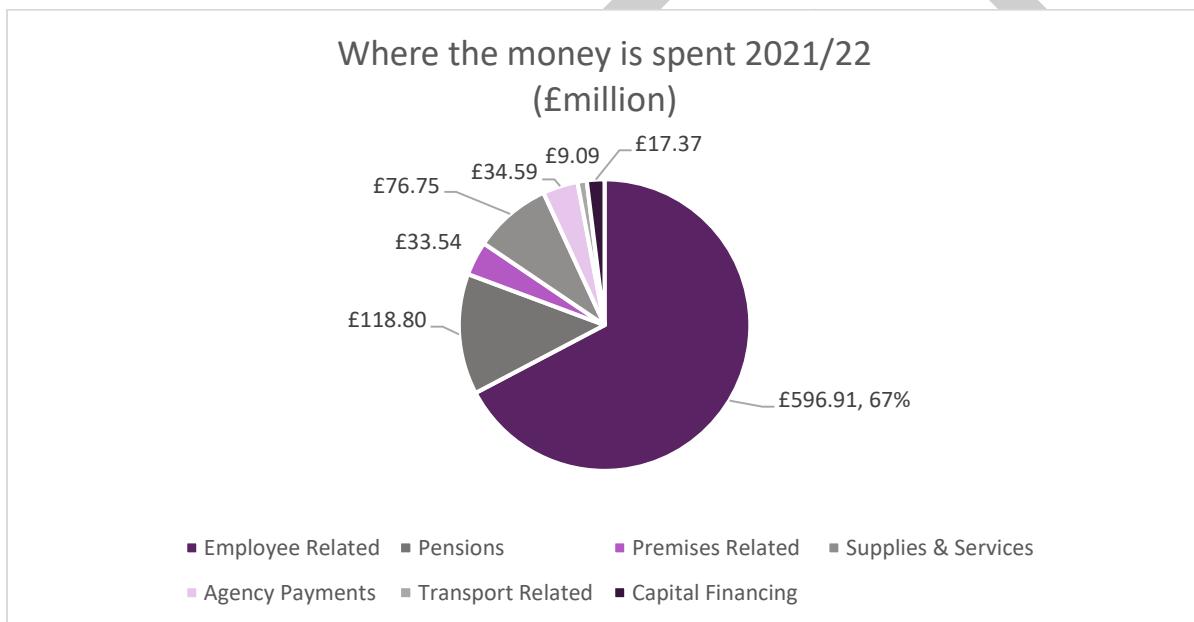
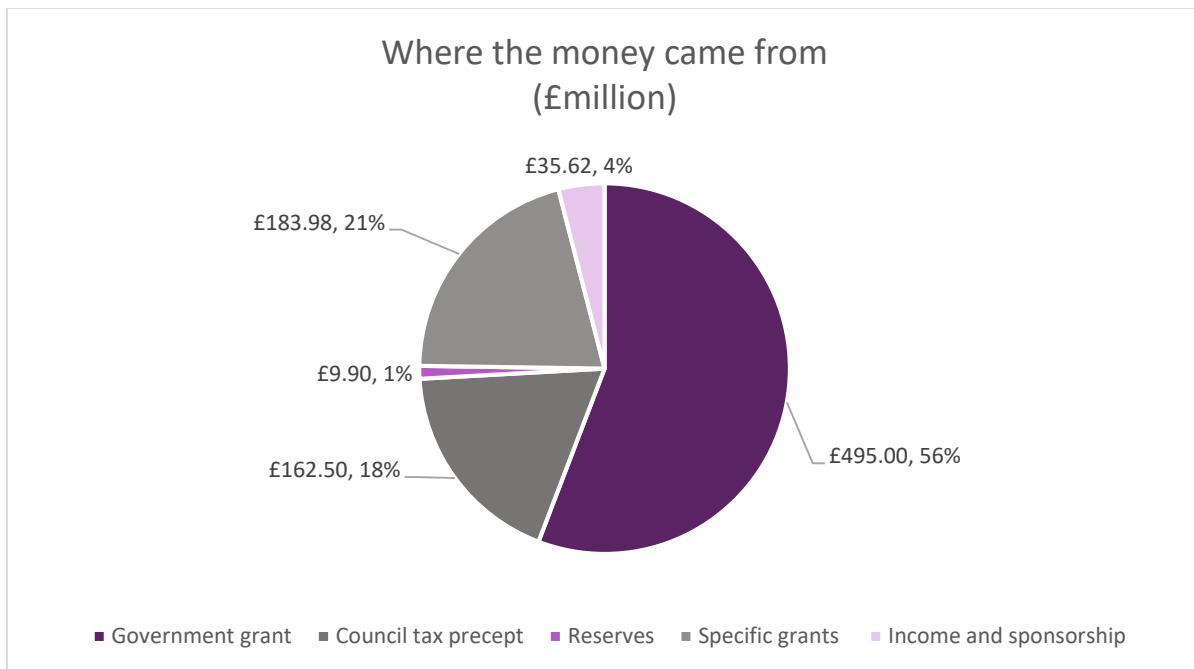
The policing precept is the amount Greater Manchester residents contribute to local policing through the council tax bill. Public spending austerity and government grant

cuts have reduced the spending power of more deprived areas of the country because the Council tax base is lower.

In Greater Manchester the impact of government grant reductions over the past 10 years has meant that there is an increased financial burden on local people and the Mayor places great importance on achieving the right balance. For 2021/22 the government stated that local areas could increase the police precept by £15 for Band D properties. Following consultation, a precept increase of £10 was approved for Greater Manchester in January 2021 taking the annual precept for a Band D property to £218.30 in 2021/22.



The annual budget sets out the resources which are available to fund Mayoral Police and Crime Commissioner functions and GMP to resource policing services. These resources are aligned to the priorities of this plan and the GMP Improvement Plan areas.



On 27<sup>th</sup> October 2021 the Government announced the Comprehensive Spending Review for 2022/23 – 2024/25. This included funding of £540 million nationally by 2024/25 to complete the third and final stage of recruitment of additional police officers. The allocation of 2022/23 funding to Greater Manchester is expected in mid-December 2021. The Government also announced that Police and Crime Commissioners can set a precept of up to £10 for a Band D property for the three years 2022/23 to 2024/25. Despite the Comprehensive Spending Review being for three years, funding to local areas for 2023/24 and 2024/25 is not expected to be provided until a later date. The lack of long-term certainty reduces our ability to provide long term funding settlements to districts.

# Outcomes and accountability

Within the 4 years of this plan the public can expect to see a reduction in crime and an increase in the number of people feeling safer. We would also expect to see improvements against the national outcomes set by the Home Office, significant improvements against the Greater Manchester Police Improvement Plan and improved HMICFRS assessments.

## **Reductions in crime and improved services**

We would expect to see:

- A reduction in all crime and anti-social behaviour.
- An increase in the number and proportion of crimes that are solved and that lead to a charge/summons.
- The biggest improvements in those neighbourhoods that currently have the highest levels of neighbourhood crimes and anti-social behaviour.

## **National outcomes and measures of success**

We will also be judged by the new national outcomes and measures, and these are all reflected in the commitments of this plan.

<b>National outcomes</b>	<b>Where they feature in this Plan</b>
Improve 999 and 101 answering times and service	Priority 1
Reduce neighbourhood crime	Priority 1 and Priority 3
Improve satisfaction among victims	Priority 1
Reduce serious violence	Priority 1 and Priority 2
Disrupt drugs supply and county lines	Priority 1 and Priority 2
Tackle cyber-crime and fraud	Priority 1
Reduce murder and other homicides	An outcome of priority 1 and priority 2

## **Improved confidence and feelings of safety**

Though our Policing and Community Safety Survey and Victims' survey we would expect to see:

- An increase in the number of people feeling safe.
- An increase in the satisfaction levels of victims of crime.
- An increase in the confidence of getting a good level of service from Greater Manchester Police.

## **Internal accountability**

The Mayor and Deputy Mayor have several internal accountability mechanisms including:

- The Monthly Deputy Mayor's Executive
- Weekly accountability reports on performance
- Regular meetings with the Chief Constable
- Engagement at monthly Victims', Improvement Plan, and wider chief officer programme boards

## **Public accountability**

The **Police and Crime Panel** will scrutinise and support this plan, but it is the public who will tell us if we are achieving the priorities. We have the following accountability mechanisms:

- The Mayors Public Question Time
- The Policing and Community Safety Survey
- The Victims' Survey
- The Victims' Champion
- The Bee Well Survey with children and young people
- Police Accountability Meetings with elected members and MPs
- Equality Panels – the Greater Manchester Combined Authority has a Women and Girls; Race Equality; Disability and LGBTQ Panel as well as a Youth Combined Authority and Ageing Well group. These panels and groups will work as critical friends
- Live Facebook and Twitter.

## **Police accountability**

Greater Manchester Police will also publish:

- The Improvement Plan progress reports and performance data against the public promises.
- Diversity, equality, and inclusion information including on the use of police powers, recruitment, progression, and police conduct.

## **Reporting back to you**

We will publish an **annual report**, which will summarise progress, outcomes and achievements against this Standing Together Plan.

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# Standing Together: Our Priorities and Themes for Action

## Priority 1: **Keeping People Safe and Supporting Victims**

- Improve access to police services
- Improve police responsiveness and visibility
- Improve services to victims
- Improve services to victims of sexual and domestic violence
- Protect vulnerable people from criminal exploitation
- Protect vulnerable young people
- Improve how police, criminal justice and community safety services work with mental health services

## Priority 2: **Reducing Harm and Offending**

- Investigate, arrest, and prosecute more criminals
- Tackle organised crime
- Reduce high harm and repeat offending
- Give back to communities and victims of crime
- Prevent more young people from becoming involved in crime
- Rehabilitate people so they don't continue to commit crime
- Tackle drug and alcohol addiction and reduce deaths from their use

## Priority 3: **Strengthening Communities and Places**

- Reduce crime and anti-social behaviour in neighbourhoods
- Reduce road danger and make our transport system safer
- Make our streets and night-time economy safer
- Improve our response to retail and business crime
- Invest in ways to bring communities together to improve community cohesion and deter crime
- Make public spaces and venues safer
- Tackle inequalities within services
- Make our services sustainable and reduce our carbon footprint

## Theme for Action 1: **Tackling inequality and injustice in all its forms including Gender Based Violence**

This includes all forms of discrimination and hate as well as inequalities in our communities.

Where responsibility sits beyond our remit and powers (at a national level or with criminal justice partners) we will advocate for fairer justice and fairer funding.

## Theme for Action 2: **Delivering with victims, communities and partnerships**

**Listen to victims and communities to identify and understand problems**

**Provide accessible, responsive, and high-quality services**

**Act on what victims, communities and the evidence tells us**

**Get to the root causes of crime and ASB and intervene early**

**Work with victims and communities to find solutions**

**Provide a coordinated and joined up Partnership response**

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## **Greater Manchester Combined Authority**

Date: January 2021

Subject: GM Retrofit Action Plan

Report of: Councillor Emmott, Portfolio Lead for Green City Region and Harry Catherall, Portfolio Lead Chief Executive for Green City Region

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### **Purpose of Report:**

To seek approval for the GM Retrofit Action Plan, produced as an action from the Mayoral Retrofit Task Force.

### **Recommendations:**

The GMCA is requested to:

1. Note and comment upon the draft GM Retrofit Action Plan and its contents.
2. Approve GM Retrofit Action Plan for design & publication (attached at Annex 1).

### **Contact Officers:**

Mark Atherton [mark.atherton@greatermanchester-ca.gov.uk](mailto:mark.atherton@greatermanchester-ca.gov.uk)

Sean Owen [sean.owen@greatermanchester-ca.gov.uk](mailto:sean.owen@greatermanchester-ca.gov.uk)

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BOLTON  
BURY

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MANCHESTER  
OLDHAM

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ROCHDALE  
SALFORD

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STOCKPORT  
TAMESIDE

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TRAFFORD  
WIGAN

# Equalities Impact, Carbon and Sustainability Assessment:

## Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion	G	<p>The Retrofit Plan will set out the regions approach to accelerating retrofit across domestic, commercial and public buildings.</p> <p>The Retrofit Plan will aim to increase delivery of energy efficiency and support the reduction of fuel poverty</p> <p>The plan will seek to increase a variety of delivery methods including community delivery</p>	
Health	G	<p>The increased efficiency of the residents home could support the reduction of fuel poverty</p> <p>Health and anxiety which can be attributed to fuel poverty, could be alleviated by the measures installed for residents who meet the funding criteria</p>	
Resilience and Adaptation	G	<p>Increased energy efficiency can lead to a reduction of hospital admissions as a result of fuel poverty</p> <p>The plan will seek to reduce fuel poverty as a net result of increased energy efficiency.</p>	
Housing	G	<p>The plan could lead to the reduction of energy costs for residents in our worst performing housing stock</p> <p>Properties benefiting from proposed measures could reduce the running costs of homes</p> <p>The plan will accelerate the deployment and lead to increased levels of maintenance across all building archetypes</p>	
Economy	G	<p>The plan if approved will lead to increased skills and workforce delivery, local economic impact via supply chain and installers from across the region, leading to increased jobs safeguarded and created.</p> <p>This plan aims to support, safeguard and secure local jobs</p> <p>The plan sets out the need to upskill our local workforce and attract new entrants to local construction market.</p> <p>The plan will set out how the region can accelerate delivery and help local businesses to maximise the opportunity</p> <p>The plan is designed to accelerate retrofit across all building types, leading to a sense of place if targeted via delivery</p> <p>The plan sets out the need to upskill over 80,000 construction workers from across the region</p>	
Mobility and Connectivity			
Carbon, Nature and Environment	G	The removal of gas boilers and replaced with other forms of low carbon heating will lead to the reduction of emissions across the region.	
Consumption and Production			
Contribution to achieving the GM Carbon Neutral 2038 target		The plan will directly reduce emissions from the regions, domestic and non domestic buildings in particular our worst performing properties.	
Further Assessment(s):	Equalities Impact Assessment and Carbon Assessment		
<span style="background-color: #2e6b2e; color: white; padding: 2px 10px;">Positive impacts overall, whether long or short term.</span>	<span style="background-color: #ffd700; color: black; padding: 2px 10px;">Mix of positive and negative impacts. Trade-offs to consider.</span>	<span style="background-color: #c00000; color: white; padding: 2px 10px;">Mostly negative, with at least one positive aspect. Trade-offs to consider.</span>	<span style="background-color: #800000; color: white; padding: 2px 10px;">Negative impacts overall.</span>

<b>Carbon Assessment</b>			
Overall Score			
Buildings	Result	Justification/Mitigation	
New Build residential	N/A		
Residential building(s) renovation/maintenance		The funding will only permit new low carbon heating systems to be deployed	
New Build Commercial/Industrial	N/A	The plan will lead to increase the delivery of low carbon heating systems to be deployed This will be considered as part of any future procurement delivery exercises.	
<b>Transport</b>			
Active travel and public transport	N/A		
Roads, Parking and Vehicle Access	N/A		
Access to amenities	N/A		
Vehicle procurement	N/A		
<b>Land Use</b>			
Land use	N/A		
No associated carbon impacts expected.		High standard in terms of practice and awareness on carbon.	 Mostly best practice with a good level of awareness on carbon.
			 Partially meets best practice/ awareness, significant room to improve.
			 Not best practice and/ or insufficient awareness of carbon impacts.

## Risk Management:

*This is a Plan which has been informed by both national and local actors and/or policies.  
The Plan will require further updates in the future as technology and solution innovation is increased.*

## Legal Considerations:

*The contents of this Plan are not legally binding. As such, the aim of this document is to support and guide our activities.*

## Financial Consequences – Revenue:

*There are no current financial consequences for GMCA revenue budgets. Any subsequent actions requiring funding will be the subject of separate approvals.*

## Financial Consequences – Capital:

*There are no current financial consequences for GMCA capital budgets. Any subsequent actions requiring funding will be the subject of separate approvals.*

**Number of attachments to the report: 1**

**Comments/recommendations from Overview & Scrutiny Committee**

N/A

**Background Papers**

See the attached Annex GM Retrofit Action Plan

**Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution?

Yes

**Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

**GM Transport Committee**

N/A

**Overview and Scrutiny Committee**

Reviewed 11<sup>th</sup> January 2022.

**1. Introduction/Background**

1.1 Climate Change is the biggest challenge we have ever faced; it needs action at all levels of society from global to the very local. The science is clear, we need to reduce our greenhouse gas emissions drastically and rapidly if we are to keep global temperatures within safe limits.

1.2 For Greater Manchester to achieve our target of carbon neutrality by 2038 we need to prioritise the decarbonisation of heat which, at 2.8mtCO<sub>2e</sub> per annum, is one of our single biggest sources of carbon emissions.

1.3 By 2030, our headline objective is to have reached an average of 61,000 domestic properties being retrofitted per year and all non-domestic buildings should aim to reach an average of Energy Performance Certificate Rating C or Display Energy Certificate B.

1.4 Whilst there is an array of renewable heating systems currently available, the poor thermal efficiency of our housing and commercial building stock means that, for many residents, they are not the most affordable option.

1.5 To make low carbon heating more affordable we need to both increase the thermal efficiency of our buildings by installing retrofit measures. Retrofit measures can include those which increase thermal efficiency and air tightness and moving to lower carbon heating.

1.6 Retrofitting our buildings will also address some of the biggest socio-economic challenges we face as a city region; supporting a fair and just transition to a net zero carbon society. If only 20% of Greater Manchester's 1.2m homes were refortified, the market size is in the region of £3-5.4bn, creating home grown and inward investment opportunities.

Renovation is about the four C's:

**Comfort** – a more constant, controllable temperature throughout the home with no draughts

**Carbon** – significantly lower carbon emissions

**Coughs** – better health and wellbeing through improved internal air quality and eliminating damp and mould

**Costs** – reduce long term energy costs and price volatility

## 2. The Plan

2.1 A Mayoral Retrofit Taskforce was established in June 2021, to accelerate retrofitting of our buildings by overcoming the known market failures.

2.2 The retrofit market does not currently work effectively, because:

- Most people do not know they need to heat their homes differently
- Most people are unaware of what they can do to make renewable heating an affordable reality
- The current supply chain is too small, with many potential suppliers having a limited or an incorrect understanding of what can be achieved.
- Due to a lack of demand, the unit costs are too high, and we are lacking a suitably sized and skilled workforce
- Due to the failings of past initiatives, the supply chain has limited confidence that the market will take off
- Changing heating systems is not a priority for most people and is often an emergency purchase. As such, little thought is given to the options available.

The Retrofit Action Plan seeks to address these barriers.

2.3 The Retrofit Task Force has highlighted three current challenges which, if addressed together, can stimulate greater retrofit activity. These were:

- Insufficient skilled operatives required to retrofit our homes, public buildings, and businesses.
- Lack of innovative funding models and solutions to support the circa 33% of GM residents willing to complete retrofit measures to their homes; and
- The lack of a local, quality assured offer which both informs and demystifies retrofit.

2.4 The three challenges identified are complex and multifaceted, however, so are the benefits we can realise by addressing them. These benefits are not limited to carbon saving; but can also realise many wider benefits outlined in the Greater Manchester Strategy e.g., Improved health, equality, economic inclusion, and alleviation of fuel poverty (157,000 Greater Manchester households (15% of homes) are currently in fuel poverty).

2.5 Additionally, the retrofitting of our homes, buildings, and business to make them more energy efficiently will reduce the risk and exposure from future energy price shocks and energy supply constraints.

- 2.6 Priority Area 1 will focus on boosting skills to meet the current known requirements and gaps, whilst readying the region to meet the overarching opportunity over the years to come. The regions current training programme indicates that 60% of trainees are existing tradespeople and 40% new to the sector across GM. The sector sees around 1,000 apprentices and 3,000 Further Education learners completing Construction programmes every year. This needs to increase; curriculum changes are needed in existing apprenticeships and there is a need for higher level skills such as Retrofit assessors and coordinators, as well as degree level apprenticeships.
- 2.7 Priority Area 2 supports improving access to funding and finance. To enable a suitably skilled and scaled market to emerge, we need those who can ‘move early’ to lead by example, whether in the public, private or third sector. Enabling and supporting building renovation within all tenures, will be critical. The plan recognises some renovation activity is underway, utilising primarily government funding to target our worst performing properties and to realise wider social objectives. While socially desirable, and equitable, this approach excludes 75% of the homes that need to be improved in GM. Collectively, we need to create the conditions which allow more market-based delivery and finance mechanisms to be developed e.g., local climate bonds, property-linked financial products, green rental agreements, and green mortgages to deliver the speed and scale required. The Plan sets out how we will investigate the feasibility of deploying such funds.
- 2.8 Priority Area 3 supports accelerated deployment. Speeding up delivery through the Greater Manchester ‘Places for Everyone’ planning framework, standards for new buildings and developments will be set, however, we still need to increase thermal performance, renewable energy generation and low carbon heating in existing homes and buildings. To achieve this, residents, businesses, and stakeholders will need support to help make the right decisions, making sure everyone can benefit from these changes to ensure a fair and just transition. GMCA is taking an active ‘market-making’ role to help drive up renovation activity.
- 2.9 We are developing a traded service which will assess homes and provide customers with a customised ‘retrofit plan’ – giving them confidence about what needs to be done, in what order, and how it could be paid for. This will particularly focus on the 31% of GM homeowners who we know are willing to undertake some form of retrofit in

the next 5 years with the right assurances and support. This is in addition to existing plans to invest in retrofitting 7,200 socially rented properties and other commercial, public, and academic building renovation schemes.

2.10 The culmination of the GM Retrofit Plan will be the deployment of an integrated delivery proposition, which seeks to drive forward the upskilling of our local supply chains, piloting, demonstrating and upscaling of funding models and finally a region wide delivery vehicle. The delivery vehicle for the domestic sector is currently being designed, with the public sector delivery model currently being coordinated via the Public Sector Decarbonisation scheme. Both delivery vehicles will integrate current and future skills and workforce propositions alongside future innovative funding solutions,

### **3. Opportunities/risks**

3.1. The key opportunities include:

- Provide clear strategy and policy direction to retrofit our buildings for the region
- Opportunity to encourage inward investment, innovation, research, and development in this area
- Encourage the market to develop solutions and infrastructure to support our transition towards carbon neutrality
- Encourage greater uptake of low-cost effective insulation measures and heat loss through convection, i.e., methods to exclude draughts
- Ability to drive the creation of a transformative retrofit market and supply chain which is fit for purpose, skilled and quality assured

3.2. The key risks include:

- Business as Usual is currently failing to meet the region's low carbon ambition.
- Failure to provide a clear direction and steer on how we retrofit can and will support our low carbon ambition
- Insufficient capacity to deliver across the local low carbon goods and services supply chain.
- Growing the supply chain at a time when the industry has full order books

- The risk of mould if insulation is not correctly installed and or ventilation is not addressed appropriately
- Failure to secure additional funding and leverage investment as result of not having a clear GM Retrofit Plan.

## **4. Financial Implications**

- 4.1 The implementation of the GM Retrofit Plan will require collaboration across a variety of stakeholders, public, social, and private. To meet the region's ambition there will be a need for additional capacity to be identified to support and deliver, at both a regional and local level.
- 4.2 The proposed delivery vehicles are currently funded utilising a blend of retained business rates and government grant funding (where applicable and secured). These include Local Green Homes Grant and Public Sector Decarbonisation Scheme. However, these are time limited and provide restrictions on their delivery scope.

## **5. Recommendations**

The GMCA is requested to:

1. Note and comment upon the draft GM Retrofit Action Plan and its contents.
2. Approve GM Retrofit Action Plan for design and publication (attached at Annex)

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# retrofitGM

Accelerating the Renovation of Greater  
Manchester's Buildings

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## Foreword

Reducing the carbon emissions resulting from how we heat our buildings is a key priority for all of us and intrinsic to delivering our target on carbon neutral by 2038. We established the Greater Manchester Retrofit Task Force in July 2021 to help tackle Greater Manchester's urgent retrofitting challenge. The Task Force brings together industry, academia, NGOs and the public sector to set out a detailed plan for Greater Manchester, as the UK's leading green city region, to take a global lead on retrofitting. This retrofitGM report is their first detailed Action Plan covering the next three years.

We are not starting with a blank page. This year alone we're investing £27m via the Green Homes Grant for residents to renovate fuel-poor homes bringing more people out of fuel poverty thanks to better insulated homes with modern, environmentally friendly heating systems that are lower carbon. We are also investing £78m in renovation and low carbon energy generation for over 150 public buildings this year including: leisure centres, schools and offices as well as investigating new financial products e.g. Carbon Bonds to make it easier and fairer for people to transition to net zero carbon. A new Retrofit Skills Hub has also been established, offering courses to 1,140 people to upskill into green jobs and training to get more people working on renovation projects. We are also introducing policies that will ensure all new homes will be net zero carbon by 2028.

Whilst this is a great start, there are over 880,000 homes, 2,700 public buildings and as yet unknown number of commercial buildings that will need some form of renovation by 2038. To reach these sorts of numbers, we will need to employ innovative finance solutions to significantly scale up our activities, building the skills and jobs needed to grow the supply chain in the process. If we receive the support we have requested from Government, over the next three years we will renovate 300 schools and other public buildings as well as over 12,000 homes, unlocking £350m in investment from social landlords.

By taking the right action to tackle climate crisis, we can address the housing crisis and create good quality skilled jobs by training people in skills in jobs for life in green industries, and deliver better, more energy-efficient homes that are cheaper to run. A greener economy in GM will create and secure over 256,000 jobs across all sectors in GM by 2038 with 90,000 in retrofit alone. These are high skilled, sustainable, secure jobs in emerging sectors.

Residents can benefit through fuel bills reducing by as much as £600 a year. Not only does this save money but reduces the risk of people needing health and social care due to the health risks posed from cold, poorly insulated homes. If you run a business, investment today will mean you have more revenue tomorrow. You'll have greater fuel security, be able to better plan and manage your variable costs and invest more of the money you make back into your business. Our children and wider families will benefit from over 1,000 new apprenticeships on offer in Greater Manchester linked to net zero; we'll also be upskilling 85,000 people currently in existing construction jobs, so they have job security and relevant skills. Our local public services will save money on the expensive energy bills that currently come from heating our hospitals, council buildings, care services and offices; that's savings that can be invested into our local public services.

By working together and doing things differently we can help address climate change and in doing so improve living standards and 'level up' by embracing the new green industrial revolution.

## 1. Executive Summary

Climate Change is the biggest challenge we have ever faced; it needs action at all levels of society from global to the very local. The science is clear, we need to reduce our greenhouse gas emissions drastically and rapidly if we are to keep global temperatures within safe limits. For Greater Manchester, to meet our carbon neutral target by 2038 and not exhaust our carbon budget, we need to take immediate action. As a city region we have already used next year's carbon budget and, at our current rate of emissions, our entire budget will be gone in 6 years. Action is required on every source of greenhouse gas emission, but we need to prioritise the decarbonisation of heat, our second biggest source of carbon emissions (after transport). The largest single source of heat emissions is from our buildings, domestic properties in particular, so decarbonising the heating of our homes is critical.

By 2030, our headline objective is to have reached an average of 61,000 domestic retrofits a year, and all non-domestic buildings reaching an average of Energy Performance Certificate rating C or Display Energy Certificate B. It will be seven years before all new homes in GM will be designed to be net zero carbon. In the meantime, over three quarters of our existing homes (some 887,000) will need to be improved. These improvements necessarily include both increasing thermal efficiency and air tightness and moving to renewable energy. This could involve loft or wall insulation, new windows or doors or solar panels, making them less draughty and easier and cheaper to heat. Combined, this requires the development of an annual domestic renovation market worth between £610m-£830m a year. Our ambition is to create this market in such a way that it benefits GM's residents and business, creating opportunities for all.

### The Opportunity in Numbers

To achieve our environmental goals, we need to:

- Renovate 887,000 homes, of which 138,000 are in the Social Rented Sector
- Renovate 700 Local Authority controlled schools
- Renovate 2,700 Public Sector Buildings
- Renovate every commercially let property which has an EPC of less than B by 2030
- Upskill 80,000 existing construction workers
- Shortfall of approximately 7,000 – 8,000 construction workers over the next 5 years
- Create a GM renovation market of £600m - £800m pa
- Install 210,000 ASHP in those properties which are heat pump ready

This is a big step-change for a market which is still in its infancy, and which suffers from multiple market failures including: a lack of market demand; supply chain capacity; a suitably skilled workforce and the financial products needed to fund the measures.

Tackling the multiple market failures which exist will require a systemic approach. We need every organisation with a stake in renovation (inc. suppliers, training providers, banks and other lending providers, and potential customers themselves) to work together. Only then will we be able to ensure the necessary confidence to release the investments required to create a suitably skilled workforce.

### What is the opportunity?

While the renovation challenge we face is large, complex and multifaceted, so are the benefits we will realise by meeting it. These benefits are not limited to environmental gains; the retrofitting of GM buildings will result in a step change in the way we live and work, bringing with it a suite of benefits ranging from direct economic gain, through to health and wellbeing improvements and a more skilled and resilient workforce. Done correctly, it will ensure that no one is left behind, that those people and businesses who are most vulnerable benefit the most and our resilience to future climate change shocks is strengthened.

This is not about paying today for gains at some unspecified point in the future, there are opportunities today which can be realised immediately, such as:

- installing 200,000 Air Source Heat Pumps into those properties which are suitable and don't need to be retrofitted, a £1.2bn market for local companies.
- responding to the 31% of GM owner occupiers who want to renovate their homes in the next 5 years, a £3-5bn opportunity.

The scale of the renovation task means that not only will retrofitting our buildings help address some of the biggest socio-economic challenges we face as a city region, but also ensure a fair and just transition to a net zero carbon society.

Renovation is about the four C's:

**Comfort** – a more constant, controllable temperature throughout the home with no draughts  
**Carbon** – significantly lower carbon emissions  
**Coughs** – better health and wellbeing through improved internal air quality and eliminating damp and mould  
**Costs** – reduce long term energy costs and price volatility

### Why act now?

Decarbonising the heating of buildings is critical to achieving not only our environmental targets, but it also can realise many wider benefits outlined in the Greater Manchester Strategy whether it's improved health, equality, economic inclusion, or alleviation of fuel poverty. 157,000 Greater Manchester households (15% of homes) are currently in fuel poverty. In addition, reducing carbon emissions reduces the risks from future energy price shocks and energy supply constraints. We therefore need to cease basing our assessment of investment potential purely on the energy savings of retrofit, which can act as a deterrent for investment, instead recognising and capturing the wider policy benefits.

#### Priority area 1: Boosting skills

While retrofit generally does not require new trades, it creates a clear opportunity to upskill and retrain existing tradespeople within the construction sector to meet the expected future demand. Our current training programme indicates that 60% of trainees are existing tradespeople and 40% new to the sector across GM. The sector sees around 1,000 apprentices and 3,000 Further Education learners completing Construction programmes every year. This needs to increase, with young people learning about the sector on systems like GM Apprentices and Careers Service. This will require employers to provide entry-level

opportunities to young people across the wider sector, as there is an existing shortfall of approximately 5,000 workers, largely due to an ageing workforce and Brexit.

Curriculum changes are needed in existing apprenticeships. Work is ongoing to explore how the region can best make use of the "Shared Apprenticeship Scheme" – a popular programme in project-based sectors like Construction. Increasing the number of enrolments onto entry level (L2 and L3) apprenticeships is critical to the success of retrofitting in GM. In addition to craft trades, there is a need for higher level skills such as Retrofit assessors and coordinators, as well as degree level apprenticeships. High level skills delivered by universities need greater emphasis too, with retrofit requiring a system change in architecture, civil engineering, and design. There is a broad spectrum of apprenticeships and higher/degree level qualifications which will need to address the changes happening around building retrofit and the role their profession needs to take. The Plan sets out how we will support these transitions in our education system.

### **Priority area 2: Improving access to funding and finance**

To enable this suitably skilled and scaled market to emerge, we need those who can 'move early' to lead by example, whether in the public, private or third sector. They need to use the powers they have to enable and support building renovation within all tenures.

Whilst some renovation activity is already happening, it is mainly in the worst performing properties, as this is where the government funding is currently targeted to realise wider social objectives. While socially desirable, and equitable, this approach excludes 75% of the homes that need to be improved in GM. Grant funded programmes are essential to stimulate the market but will not deliver the speed or scale of activity required. We need to create the conditions which allow more market-based delivery and finance mechanisms to be developed: things like local climate bonds, property-linked financial products, green rental agreements, and green mortgages. Such mechanisms will need to support 'middle income' households who may not be eligible for larger grants but are unable to fund the difference themselves. Positioned correctly this is an opportunity to attract patient institutional investors which could reduce the cost of finance significantly. The Plan sets out how we will investigate the feasibility of deploying such funds.

### **Priority area 3: Speeding up delivery**

Through the Greater Manchester 'Places for Everyone' planning framework, standards for new buildings and developments will be set, but we still need to increase renewable energy generation and low carbon heating in existing homes and buildings. To achieve this, residents, businesses and stakeholders will need support to help make the right decisions, making sure everyone can benefit from these changes to ensure a fair and just transition.

GMCA is taking an active 'market-making' role to help drive up renovation activity. We are developing a traded service which will assess homes and provide customers with a customised 'retrofit plan' – giving them confidence about what needs to be done, in what order, and how it could be paid for. This will particularly focus on the 31% of GM homeowners who we know are willing to undertake some form of retrofit in the next 5 years with the right assurances and support. This is in addition to existing plans to invest in retrofitting 7,200 socially rented properties and other commercial, public, and academic building renovation schemes.

## Accelerating the Renovation of Greater Manchester's Buildings

The retrofitting of buildings and the associated transition to the electrification of heat, will increase the demand for electricity, which is already increasing due to our move to electric vehicles. Currently, GM spends around £5bn a year on energy, with most of the money leaving the city region. This financial outflow will increase unless we seize the opportunity to meet this energy demand through local onsite generation, which has multiple benefits, including:

- reducing the ongoing cost of heating building;
- reducing exposure to future energy price shocks;
- reducing the need to reinforce the electricity grid (which has embedded carbon); and
- reducing unemployment by generating local high skilled jobs.

The Plan sets out our proposals for accelerating retrofit and local energy generation, utilising public grants, where available, enhanced by private finance products and upscaling the market offer for those who are 'able to pay'.

Further detail on the issues outlined above can be found in Section 4 with specific actions aimed at realising these opportunities and overcoming the challenges can be found in Section 6 – Implementation.

## 2. Our Opportunity

This Plan sets out how Greater Manchester will move quickly to increase the speed and scale of retrofitting across the city region. This is as much an environmental imperative, as it is a social and economic opportunity. A sustained plan to renovate our buildings will create thousands of new, high-quality jobs and opportunities for existing tradespeople to diversify into sustainable careers, as well as making Greater Manchester a leading city-region for implementing low carbon technologies. It will also cut energy bills for some of our most vulnerable residents and improve health and wellbeing by improving the physical fabric of our homes.

This is our Greater Manchester approach to decarbonisation – delivering on our climate commitments through actions that also level up and improve people’s lives. That’s why our refreshed Greater Manchester Strategy puts the climate and equalities agendas at its heart. We are committing to viewing all our activities, priorities and plans through these lenses. Our goal of a carbon neutral GM by 2038 is a once-in-a-generation opportunity to deliver substantial carbon reductions, environmental and health benefits for our people, whilst also delivering our Local Industrial Strategy by creating new green industries and jobs that capitalise on our outstanding research assets and large low carbon goods and services sector.

For example, we want to deliver a London-style public transport system. This would improve the day-to-day experience of the network (with more frequent, reliable and cheaper transport connections) and decarbonise it (through electrifying the bus fleet). The result is a better public transport system that gets people out of their cars and cuts congestion and carbon. But it also connects people better to all the opportunities our city-region has to offer – widening the jobs market and helping young people go to the college of their choice not the college they can reach.

Our business, universities and other partners are also coming together to form the ‘Innovation Greater Manchester’ partnership. This is a plan to leverage and accelerate the success of Greater Manchester’s existing research and development (R&D) hubs in global frontier sectors, including advanced materials and manufacturing and clean growth, and drive more commercialisation and application of innovation. This partnership will deliver the aims of our Local Industrial Strategy by translating GM’s scientific excellence into productivity gains, economic growth and everyday innovations that will drive down the cost of decarbonising. We’re also providing support through ‘Bee Net Zero’ to help businesses who want to decarbonise, have created a new Energy Innovation Agency and have launched the UK’s first City Region Mission for carbon neutral living in GM by 2038.

With the right action, we can decarbonise our economy and improve people’s lives with better homes, better jobs and better public transport.

At around 3,560 kCO<sub>2</sub>e per annum, the carbon emissions associated with heating our buildings are the second largest source of the region’s greenhouse gas emissions (after transport). We need to urgently address this if we are to meet our 2038 carbon neutral target, and more importantly stay within our carbon budget. The actions needed to achieve this target will also help to address wider GM socioeconomic objectives related to equality, inclusion, fuel poverty, health and wellbeing, and economic resilience. To reduce these carbon emissions, we need to heat our buildings with renewable energy, and to do this economically means we need to renovate them, so they are thermally more efficient.

### What do we mean by retrofitting?

In this report, when we talk about 'retrofitting' we are talking about two main types of activity:

1. Improving thermal efficiency and air tightness. Most buildings in the UK have poor thermal efficiency. They 'leak' heat through poorly insulated roofs, walls and floors. This is inefficient and costly; it is also a barrier to moving to renewable sources of heat. Renewable heating systems (like heat pumps) operate most efficiently when generating heat at lower temperatures. If higher temperatures are required to heat a thermally inefficient home, this can increase running costs. This means action to improve the thermal efficiency of many existing buildings (through new doors, windows, draught exclusion and insulation) needs to happen before households can switch on mass to lower carbon heating systems that operate most efficiently and economically. That means action to improve the thermal efficiency of our existing buildings (through new doors, windows, draught exclusion and insulation) has to happen before households can switch on mass to lower carbon systems.
2. Shifting to renewable heating. This means replacing (mainly) gas boilers with low carbon alternatives, heat pumps and other systems which use renewable energy to generate heat as well as energy storage and smart controls.

The retrofitting delivery covered by this plan includes 3 submarkets with distinct opportunities, challenges and policy levers: domestic retrofit, public building retrofit, and commercial / industrial retrofit.

### Challenges to scaling up retrofit

To hit our environmental targets, and wider policy objectives, retrofitting of buildings needs to happen rapidly and at scale. To do this we need to overcome several key challenges:

#### An underdeveloped market

The scale and speed at which we need to renovate of our buildings means the private sector and the market will need to play a central role, but the market is not currently fit for purpose. The market currently lacks capacity, capability, financial products and services, a skilled present and future workforce, and quality assurance. Once unlocked, it will be a powerful driver for place-based change. There are four key challenges preventing this being realised, namely:

- **Poor economic incentives.** Our national energy taxation policy disincentivises the switch to renewable heating, by taxing carbon intensive gas less than electricity. Whilst Government has stated it will address this, it is yet to give a quantified timeline for what is envisioned to be an incremental shift;
- **Poor awareness.** Most people do not know that we need to heat our homes, offices and schools differently. Those that do face a plethora of inaccurate information on the efficacy and cost of renewable heating;
- **Poor availability of finance.** Unlike most other building and domestic home improvements projects, retrofit measures are often viewed solely through the lens of payback. Unfortunately, this can be drawn out. The cost of retrofitting a property, including the installation a heat pump, can be between £10,000-£15,000, so most people will need to borrow money over a number of years and the interest charged can have a significant impact on the overall cost the retrofit. Long term patient (low

interest) capital is needed, which recognises that the duration of the loan may well be longer than resident lives in the property; and

- **A vicious cycle.** Because such buyers are not well-informed, the consumer demand needed to fix the market is not present. This creates a vicious circle of poor demand driving poor supply, which needs to be broken.

The scale of the environmental challenge means action is needed across all building tenures, whether domestic, commercial and industrial, or public. But the barriers and drivers to decarbonising these different types of buildings are different and will require specific interventions. We need to sequence these interventions and start by targeting those sectors/individuals who already recognise the urgency we face. Doing this will create the necessary demand to stimulate the provision of skills and the enabling financial products and services. It is critical that this demand stimulation is mirrored by a commensurate increase in the capacity of the supply chain to meet this demand, otherwise there is a risk of inflated costs and poor quality.

### An under-skilled workforce

As well as stimulating demand, we also need to develop a suitably skilled and scaled supply chain. Whilst this will create some new jobs, much of the work will be done by our existing workforce of tradespeople who will need to be upskilled. It is not clear at this stage where that balance will be and it is likely to change over time as the wider construction market follows its highly cyclic demand profile.

### **The Opportunity in Numbers**

To achieve our environmental goals, we need to:

- Renovate 887,000 homes, of which 138,000 are in the Social Rented Sector
- Renovate 700 Local Authority controlled schools
- Renovate 2,700 Public Sector Buildings
- Renovate every commercially let property which has an EPC of less than B by 2030
- Upskill 80,000 existing construction workers
- Shortfall of approximately 7,000 – 8,000 construction workers over the next 5 years
- Create a GM renovate market of £600m - £800m pa
- Where needed, install 210,000 ASHP in those properties which are heat pump ready

It will be difficult to make this happen, because the construction sector has a strong pipeline of non-retrofit work. As long as this is the case, employers are unlikely to invest the time and resources needed to release staff to train in 'retrofit skills' on their own. As retrofit competes with more traditional projects for labour, we need to demonstrate a long-term pipeline to give employers, employees and colleges the confidence they need to enter the market. The market will also require employers to acquire new third-party accreditations such as TrustMark and Microgeneration Certification Scheme (MCS); which will cost time and money.

### Under-developed infrastructure

The UK's legally binding commitment to a 78% reduction in carbon emissions by 2035 and to have less dependency on imported gas is driving the transition to the electrification of

heat. This move, happening in parallel with the transition to electrical vehicles, will significantly increase the demand for electricity over the next 5 years. This will require a whole system approach to the energy challenge. By installing local renewable energy generation and storage it will be possible to generate long term revenue streams, reducing our risk to future energy price shocks and security of supply.

### Where are we?

Greater Manchester is not currently on track to be carbon neutral by 2038. We have already 'used' next year's emissions budget and, at our current rate of emissions, our entire budget to 2100 will be 'spent' in 6 years. Whilst action is required on every source of greenhouse gas emission, we need to prioritise the decarbonisation of heat because it is our second biggest source of carbon emissions (after transport).

Although around a quarter of GM's homes could install renewable heating today, to make renewable heating affordable in the remaining homes we need to reduce ongoing energy demand and cost by retrofitting them to increase the thermal efficiency so that less energy is needed to keep them warm. Where feasible, we also aim to generate more renewable energy on site as both actions reduce ongoing energy cost, offsetting the upfront capital investment needed.

The current retrofit market is in its infancy and still suffers from multiple market failures which need to be simultaneously addressed if we are to stand any chance of achieving a fair transition to a zero-carbon society.

The current market will not deliver the number of retrofits which are needed, because:

- Most people do not know they need to heat their homes differently
- Changing heating systems is not a priority for most people and is often an emergency purchase. As such, little thought is given to the options available
- Most people are unaware of what they can do to make renewable heating an affordable reality
- The current supply chain is too small, with many potential suppliers having a limited or an incorrect understanding of what can be achieved
- Due to a lack of demand (volume and coordination), the unit costs are too high, and we are lacking a suitably sized and skilled workforce
- The current financial products are not well suited for long duration loans where benefits are split between present and future property owners or tenant and landlord
- Due to the failings of past initiatives, the supply chain has limited confidence that the market will take off, so they are not prepared to invest in the new skills needed
- As there is very limited demand for 'retrofit skills' training providers are reluctant to invest or run courses they are not confident they can fill

Current policy, regulation and taxation does not send a strong enough message to create the changes needed.

As these challenges are all intrinsically linked, with overall progress constrained by any one of them, systemic intervention into the marketplace is required. The systemic nature of this intervention will also have wider implications, supporting the adoption of zero carbon technologies and renewable energy generation outside of building retrofit.

### 3. Why act now?

The UK housing market is on the cusp of a renovation revolution. As we look to heat our homes and buildings with renewable energy, many of us will need to implement the upgrades needed to make our properties fit for the future. Left to market forces alone, only those with the necessary knowledge and resources will be able to benefit from this revolution. This will result in many people being left behind, especially those who find themselves in vulnerable circumstances, and so further entrench inequality. As more people move to renewable energy sources, or to generating their own energy, those left behind will face higher costs per household to maintain the electricity network.

Early public intervention is needed to catalyse the market, making it cheaper and easier to adopt these changes, and supporting a fair and just transition to zero carbon heating. This structured intervention will deliver multiple benefits to Greater Manchester residents and businesses including, for:

- **People:** For residents' health, education, jobs, income, and prosperity.
- **Economy:** Improving productivity via more effective use of resources (energy), and the potential to create of new jobs, industries and skills, as well as reduced pressures on public finances.
- **Environment:** making a significant contribution to reducing CO<sub>2</sub> emissions.

Or as Red Coop, one of GM's retrofit specialist companies puts it, it's all about the four C's:

- Comfort
- Carbon
- Coughs, and
- Cost

These benefits are outlined in more detail below.

#### Benefits for Greater Manchester's residents

Reducing energy demand by improving a home's fabric offers substantial economic benefits to the people living there. This is particularly important in Greater Manchester, where the number of people living in fuel poverty has risen every year for the last three years and currently stands at around 157,000 households (c.15% of all GM households). Reducing the proportion of income spent on energy positively impacts food poverty (tackling the infamous 'heat or eat' challenge). It can also improve household relationships (due to reduced financial stress) and health inequalities, (resulting in fewer GP visits). This in turn has implications for school attendance and attainment.

Retrofitting homes also delivers big health benefits. Cold or poorly ventilated homes are prone to damp and mould which can exacerbate existing respiratory conditions such as asthma or Chronic Obstructive Pulmonary Disease (COPD) and have a significant impact on mental health (increasing the risk of depression and anxiety by 50%). They can also double the risk of children getting asthma or bronchitis. Cold homes cost the NHS an estimated £600m-£2.5bn (depending on the method used), which is around 1.7% of total NHS spending (as of 2016/17 figures). Investing £1 in retrofit is estimated to save £0.42 in direct health costs alone. There is therefore the potential to make significant savings in public health costs by retrofitting homes.

### Example: The Warm Homes Oldham Project

The 2016 Warm Homes Oldham project was aimed at households with poor health due to fuel poverty. It found:<sup>1</sup>

- 60 per cent of respondents with a physical health problem felt that the initiative had a positive impact on their health
- 80% reported that the project had a positive impact on their general health and wellbeing
- 96% of those who self-reported as being at 'high risk' of mental illness on completion of the General Health Questionnaire moved to 'low risk' following the initiative
- 96% of respondents agreed that their home was easier to heat because of their involvement in the project; and 84% agreed that they now spend less on their heating
- It was predicted that 75% of participants would move out of fuel poverty because of the initiative

Alongside these self-reported improvements in health and wellbeing, the project evaluation also tried to quantify the financial savings to the health system. For example, around 128 adults (of the 885 in the project) were estimated to have a Common Mental Disorder. Taking a conservative estimate of the benefits of the project (that the observed benefits had an immediate effect, but only lasted for one year) it found savings of around £45,000 in health costs (through a mix of reduced medication, counselling, GP and inpatient and outpatient costs).

The evaluation also calculated the employment, output and fiscal savings from impact on numbers of individuals with a CMD was also calculated. It found:

- £178,000 of extra GDP due to higher employment rates
- £37,700 of extra GDP due to reductions in sickness absence
- £137,300 of fiscal savings to the public purse through reductions in benefit claims.

### Benefits for Greater Manchester's Economy

The benefits to GM's economy from retrofitting our buildings arise in four ways:

- Reducing our collective £5bn energy bill, enabling GM residents and businesses to spend or invest some of this money in more productive ways (from individuals buying more food, to firms investing more in R&D and innovation) and keeping more of it in GM;
- Supporting our foundational economy through the creation or securing the estimated 90,000 retrofit jobs required, and safeguarding thousands more roles, by growing the local renovation market;
- Increasing our energy security both from future energy price shocks and by providing more security of supply; and

<sup>1</sup> 427 respondents from 176 householders took part, around one third of the participants, the report by Sheffield Hallam University states "From analysis of this dataset, the general picture is one of statistically significant change in almost all key change variables"

- Delivering the ambitions in our Local Industrial Strategy to deliver the 2038 Mission for carbon neutral living in GM, and in doing so, create new green industries and jobs capitalising on Greater Manchester's research assets and large low carbon goods and services sector, which already includes 2,500 companies and employs over 45,000 people.

### Foundational Economy

The foundational economy is the part of the economy that supplies everyday but essential goods and services that keep us safe and provide social and economic functioning and wellbeing' – (Foundational Economy Collective).

The 'foundational' and 'everyday economy' account for 62.5% of GM's workforce, including social care, early years, retail and construction. GMCA's Foundational Economy Programme is working to create higher pay and better jobs and investment, to reduce economic inequality and increase productive investment. The creation of high-quality retrofitting jobs works to support this aim and increases the long-term resilience of the construction sector and its supply chains.

Our work with the Energy Systems Catapult identified that around 30% of GM residents are willing to undertake some level of home improvement retrofit in the next 5 years. This would translate into an opportunity worth between £3bn and £5.4bn. Investment of this scale, and the forward buying messages it would send to the market, would be a game-changer.

Coordination of this pipeline would not only act to reduce costs, but it would also be an attractive proposition for inward investors looking to use GM as a springboard into the wider UK market.

Current capacity constraints in the retrofit supply chain also provides a driver for more companies to diversify into the sector and for product manufacturers and distributors to relocate to the region due to local demand and the ability to reduce distribution costs. By engaging these employers through existing initiatives, such as The Good Employment Charter and the campaign for Greater Manchester to become a real Living Wage City-Region, there is an opportunity to create high quality jobs for GM residents.

### The Greater Manchester Good Employment Charter

The Charter is a voluntary membership and assessment scheme that aims to raise employment standards across the city-region, for all organisations of any size, sector or geography. It describes seven key characteristics of good employment: secure work, flexible work, real living wage, engagement and voice, recruitment, people management, and health and wellbeing. It is closely linked with the campaign to make Greater Manchester a real Living Wage City Region.

The development of a Good Employment Charter for Greater Manchester was first proposed in Andy Burnham's manifesto for the 2017 Greater Manchester Mayoral election. Following extensive consultation, the Charter was introduced in July 2019. It has now engaged over 400 employers across the city region, covering over 200,000 employees. This includes 16 property and construction employers signed up as supporters and 6 full members.

The charter is open to any organisation that employs people, and it has three levels:

- Supporters have made a commitment to improving practice in all characteristics of good employment.
- Members have made the Supporter Commitment and meet the membership criteria in all characteristics of the Charter; and
- Advocates excel in characteristics of good employment and share their expertise with others.

The Charter is committed to creating a community of like-minded businesses and organisations who can work with one another to share good practice and influence peers within their sector. The Charter Unit (based at the Growth Company) deliver networking events and webinars throughout the year to highlight and disseminate best practice, in addition to recording a popular podcast series with high profile guests from across Greater Manchester.

Parts of the construction sector are also facing multiple challenges including an ageing workforce with fewer young people attracted to the industry, pre-existing skills shortages and difficulties incentivising and managing training and lifelong career development due to employment structures, and difficulties planning for long-term investment given the sector's vulnerability to recessions and other crises affecting demand. This creates an opportunity for GM to use the training and adoption of new technologies needed for carbon reduction, and the creation of a stable pipeline of demand, to attract more young people into the sector and increase the management capacity, innovation and productivity of construction companies.

Developing a leading market for retrofit also provides opportunities to increase innovation in the city-region's economy. For example, one of the key challenges is that the business case for renovation is not always strong enough to enable commercial investment in retrofitting. Whilst changes in energy taxation policy (moving taxes from electricity to gas) will help, the timing of these changes is uncertain so they can't be factored in to cost-benefit analysis. The business case is further challenged if commercial tenants need to move out for retrofitting to take place (or the space is vacant). For these reasons, there is a clear opportunity to develop innovative products and services, including those that enable commercial renovation to work within the current tax and property valuation landscape.

The Energy Innovation Agency - a partnership between GMCA, The Growth Company, SSE Enterprise, Hitachi EU, Bruntwood, The University of Manchester, Manchester Metropolitan University, and The University of Salford has identified non-domestic retrofit as one of its key challenge areas. The Agency will help secure the rapid adoption of innovative solutions which will enable the acceleration of commercial retrofit, using the estates of local anchor organisations as testbeds. By leading on these innovations, GM can benefit from 'first mover advantage' where innovations developed here go on to be bought by others outside the city-region.

### **Benefits for Greater Manchester's Environment**

Greater Manchester can't solve climate change on its own, it can though make its fair share of the carbon reductions. As both the home of the industrial revolution, and of the industrialisation of carbon emissions we have both an obligation and an opportunity to show the world how to transition to a post-industrial zero carbon city region. In doing so we can

not only show national and global leadership we can reap the wider benefits this transition can bring when it's done in a fair, just and equitable way. In the same way we reaped the benefits of industrialisation 200 years ago.

By upgrading our buildings to improve energy efficiency and introducing renewable heating systems (like heat pumps) across the Region will reduce the amount of greenhouse gas emissions we currently generate. By decarbonising our buildings, we can reduce our annual domestic emissions by 3,793 ktCO<sub>2</sub>e, or commercial emissions by 1,190 ktCO<sub>2</sub>e, and our public estate emissions by 505 ktCO<sub>2</sub> this is the equivalent of 43% of GMs direct carbon footprint.

Burning fewer fossil fuels to heat out homes will also reduce NOx emissions, improving both indoor and outdoor air quality. Reducing overall growth in demand for electricity will also reduce the need to reinforce the electricity distribution network, further reducing the emission of greenhouse gases and the 'embedded carbon' involved in these projects, reducing the demand on finite resources.

Building upgrades also provide opportunities for wider environmental gains such as water efficiency or green roofs which not only help to control a buildings temperature but increase biodiversity. Green roofs also increase the time it takes water to enter the drainage systems reducing the risk of flooding. Homes in areas at risk from surface water can also have adaptation measures fitted to their properties as part of the renovation works which reduce the risk and impact of future flooding which will only become more frequent as the consequences of our warming climate.

### What are we going to do?

By 2030, our headline objective is to have reached an average of 61,000 domestic retrofits a year, and all non-domestic buildings reaching an average Energy Performance Certificate (EPC) rating of C and DEC rating of B respectively.

This plan sets out three priority areas where we need to take urgent action if we are to achieve this objective, meet the environmental challenge we face as a region, and to realise the identified economic, health and other benefits of scaling up retrofit across the region. These are:

- Boosting Skills
- Improving access to Funding and Finance
- Speeding up Delivery

## 4.1 Boosting skills & talent pipeline

### Where are we now?

The market in Greater Manchester, as it stands, is primarily catering for small-to-medium scale retrofit across the social housing sector, with some current projects in the pipeline. There is a small but growing demand for retrofitting private homes. Building retrofit requires commissioners (be that public, commercial or domestic) to become informed clients and requires retrofit assessors and coordinators; individuals who can develop whole house solutions connecting thermal efficiency, heating and ventilation. These are relatively new career pathways, and there are few organisations and individuals qualified to conduct this work.

Retrofit generally does not require new onsite trades. Instead, there is a need to upskill and retrain many existing tradespeople within the construction sector to meet the expected future demand. There are some big challenges we will need to tackle to make this happen, including:

#### **Existing workforce challenges:**

- **Existing shortages** - Work needs to be done addressing the pre-existing shortage of skilled trades across GM. This is estimated to be between 5,000-6,000 before any growth in retrofit activity.
- **An ageing workforce** - Work is needed to address the age profile of the sector by attracting younger workers who currently do not view it as an occupation of choice.
- **The talent pipeline** - In construction and retrofit is not encouraging, as there are existing shortages and high levels of self-employment, there are too few employers offering entry level work-based apprenticeship and traineeship opportunities.

#### **Weak incentives to train:**

- **Hesitancy** - There has been some hesitance among employers to reskill staff on new retrofit technologies and techniques. This is partly down to historic initiatives which were introduced then withdrawn and to low visibility of the pipeline. Tradespeople are already busy, with increasing investment in both new building and the domestic market while many in the sector are cautious to invest time and energy into reskilling while this is the case. Faced with immediate and certain existing demand for 'traditional' construction work, many in the sector are cautious about investing time and energy into retrofit as it can seem like a riskier bet.
- **'Feast and famine'**. The use of multi-level subcontracting reduces the profits available to those who actually deliver the works; making it easier to let staff go when markets turn downwards (not all return). As such, skills are often bought in through subcontractors / self-employed and not developed within the labour force.
- **Weak demand**. Commissioners buy to a budget not the specification of what is needed to achieve our carbon neutral targets, often omitting more sustainable options, even when they are specified there are often "value engineered" out to hit a budget.

#### **Scale and breadth of training required:**

- **A large and diverse market.** Many employers in GM are SMEs, which adds complexity for at-scale upskilling and training.
- **Existing skills infrastructure does not support quick upscaling of relevant training.** Directly relevant apprenticeships in Retrofit Advisor and Assessor are still to be

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developed. There needs to be more relevant material in the existing pathways at FE/HE level.

- **Training requirements are not limited to tradespeople** and needs to include higher skilled training e.g. Retrofit Advisors, Assessors and Coordinators for whole house retrofits

There is a general need across the sector for Continuous Professional Development, so that the sector becomes aware of both the challenges of retrofit and suitability of the low carbon solutions, so they can support property owners to retrofit their homes and buildings. This is critical as currently there is a widespread lack of knowledge in the workforce, which is filled with misinformation and urban myths as to the efficacy, reliability and cost of the technology. This is a significant barrier to progress. Retrofit projects of all sizes require trades and construction professionals to operate differently. This will require new skills and competencies, which see greater interaction across different trades. It also needs better planning and understanding of a whole building approach and, in the future, the wider system. But market demand for these skills is currently limited, and confidence that the skills will be needed in the short term remains low. This means there are few training providers offering the necessary courses. Even when courses do exist, there are also challenges around current qualifications containing the required content to meet the retrofit quality standards required.

GM already has a good spread of skills provision for occupations related to construction and therefore for retrofit-dependent trades. However, there is a lack of understanding amongst providers and other stakeholders of the ability and process for current curriculums to deliver a cohesive retrofit training package; the extent of the change required in delivery is still unclear. It is envisaged that there will also be a training need for current tutors and assessors of Skills in GM.

The understandably cautious approach of employers to invest in upskilling and reskilling for low-carbon homes means that this will be a niche market until it is driven by regulation and even then, employers will generally only upskill to the standard stipulated.

### Retrofit Skills Need - Considerations

 <b>Retrofit Scale</b>	 <b>New Construction Pipeline</b>
<ul style="list-style-type: none"><li>• 1.2m homes in Greater Manchester<ul style="list-style-type: none"><li>• Approx. 250,000 social housing units</li></ul></li><li>• Approx. 60,000 homes per year need retrofitting to hit 2038 carbon neutrality target</li><li>• Heating is the largest single source of Carbon emissions in the region</li></ul>	<ul style="list-style-type: none"><li>• All new construction pipeline in GM approx. £14.1bn over next 5 years (£6.9bn of which Housing)</li><li>• Pipeline 16% higher than last (2017) forecast – big investment in new projects</li><li>• Existing shortage of workers to meet this need – particularly electrical, surveyors, bricklayers, roofers</li></ul>
 <b>Existing Workforce</b>	 <b>Existing Provision</b>
<ul style="list-style-type: none"><li>• Approx. 85,000 existing Construction workers in Greater Manchester</li><li>• Roles of both Tradespeople and to support staff will change with requirement</li><li>• Few specialist retrofit workers</li></ul>	<ul style="list-style-type: none"><li>• Approx. 3,000 annual Construction FE learners</li><li>• Approx. 1,000 annual Construction apprentices</li><li>• Niche provision on specific technologies</li><li>• Updates to curriculum ongoing – future-proofing of delivery to account for retrofit skills needs</li></ul>

**Figure 1:** Retrofit Skills Considerations

This reskilling process is not restricted to the craft trades such as joiners, plumbers, plasterers or electricians. It also needs quantity surveyors, architects' planners and project commissioners. Building retrofit also requires retrofit assessors and coordinators; people who can develop whole house solutions connecting thermal efficiency, heating and ventilation. Retrofit advice, assessment and coordination are new skills and do not always require a higher level of educational attainment.

Whilst this may appear complex, this does not mean all retrofit projects need to be invasive or 'Deep', this will be dependent on the existing thermal efficiency of the property and the end level of efficiency the owner wants to achieve. While some owners may desire Passivhaus or BREEAM Outstanding, these are not necessary to economically run renewable heating. Those currently working in the sector, or who have recently left, could be re-trained or upskilled. Retrofit training should be largely on-site and the skills acquired will largely depend on the types of retrofit needed. Skills provision must involve some entry-level provision, but also higher-level skills for more complex retrofit works.

### Where do we need to be?

As this is an emerging market, there is a need to develop and agree suitable standards and protocols to ensure the work undertaken and the technology installed is fit for purpose. This accreditation landscape is becoming increasingly clear nationally, coalescing around the PAS 2035 requirements and registration with TrustMark alongside PAS2030 and the Microgeneration Certification Scheme. This outlines the approach to retrofit, and the roles needed such as Retrofit Assessor and Retrofit Coordinators. These accreditation bodies will also enable tracking of the shape and size of the GM supply chain.

Data shared by TrustMark indicates that around 440 individuals and businesses are registered in Greater Manchester to work on Retrofit projects. Given the full construction workforce in GM numbers around 85,000, the number of TrustMark accredited installers will need to increase substantially in the coming years. Additionally, the data reveals some particular vulnerabilities in the existing Retrofit workforce – for example, low numbers of external wall insulation installers. This workforce will need to be both expanded and upskilled to ensure that the Skills supply meets the demands of the region. In addition, businesses and workers in the sector need to engage with the accreditation process to ensure they are best positioned to take advantage of the opportunities of retrofit.

Trades	Supervisor and specialist roles
<b>Existing trades affected:</b> <ul style="list-style-type: none"><li>• Heating engineers (especially higher-level upskilling)</li><li>• Electrical trade and installations</li><li>• Plumbers</li><li>• Joiners</li><li>• Roofers</li><li>• Plasterers</li></ul>	<b>Existing trades affected:</b> <ul style="list-style-type: none"><li>• Architects</li><li>• Project managers</li><li>• Site supervisors</li><li>• Planners</li><li>• Designers</li></ul>
<b>New roles:</b> <ul style="list-style-type: none"><li>• Multi-skilled trade (Retrofit designers and advisors)</li></ul>	<b>New roles:</b> <ul style="list-style-type: none"><li>• Retrofit Assessor, Retrofit Coordinator, Reterofit Designer</li></ul>

Skills Opportunity:	Skills Opportunity
<ul style="list-style-type: none"> <li>• Upskill for new competencies required as part of PAS2035</li> <li>• Embed skills and competencies set out in PAS2035 into curriculums for existing trades or add on as extra modules.</li> <li>• Create opportunities for existing trades to become multi-skilled</li> <li>• Encourage upskilling where there are new “competent person” schemes for example heat pump installation</li> </ul>	<ul style="list-style-type: none"> <li>• Upskill existing professions to develop new competencies required as deliver to PAS2035 standards up to L5 retrofit coordinator</li> <li>• Ensure new entrant routes have curriculums which meet this standard or offer competencies as part of extra modules.</li> </ul>

Figure 2: Skills development opportunities by trades & professional roles.

### How will we achieve this?

It is challenging to develop a clear timeline for skills development for retrofit because employers will not invest in retrofit reskilling themselves unless there is a clear and visible market. This challenge is mirrored for training providers provision and curriculum will not be fully developed until the pipeline of occupations is clear. In the short term, there are opportunities to upskill the existing workforce in large numbers, and to turn more of the workforce into multi-trade professionals who can work on retrofit projects.

In the medium term, more work will need to be done on attracting new entrants to the market by promoting the green credentials of retrofitting jobs. Increasing funding options for these entry level roles will be critical. Additionally, there is work to be done both in reviewing the curriculum of existing construction provision (in Colleges and Universities) and stimulating the provider market to deliver more relevant training and qualifications, through targeted funding for relevant provision, flexible delivery requirements, and demonstration of the opportunity. In the long term, the construction workforce will need to be larger and more flexible to meet the retrofit delivery demand. Explaining the scale of the opportunity for young people on careers systems, like Greater Manchester Apprenticeship and Careers service, will be a crucial part of building the talent pipeline. There is a desire among young people in the region to work in a “Green” career – if positioned in the right way, the retrofit workforce will see new entrants as young people gravitate towards “Green” careers. Retention of the existing workforce will need to increase as well as see growth in entry level workers to offset the ageing construction workforce employers should work towards improvements in pay, conditions, and professional development.

The response from the skills system needs to be wide ranging, both to upskill the existing workforce and to increase the number of new entrants into the sector. A key part of making this happen will be to provide an accurate aggregation of the upcoming demand in Retrofit activity. This will help to stimulate interest and confidence, encouraging workers of all ages to train, retrain, or switch career.

In addition to this, there are various separate solutions for each group within the workforce. Stakeholders across the GM Skills system needs to:

1. **Start small and grow rapidly:** Reskilling and retraining alongside pipelines of small-to-medium sized projects with housing providers, whilst building an employer base for future projects.
2. **Develop new competencies:** Provide opportunities for new design and advisory competencies resulting in a new workforce of retrofit designers and advisors. This may lead to the creation of new training pathways for retrofit coordinators.

3. **Target professions for CPD** so that they can cascade retrofit approaches down through a project. Ensure training includes the development of toolkits to support in cascading retrofit advice.
4. **Develop clearer reskilling and retraining pathways and packages** for employers which meet a GM standard of “effective training for retrofit”.
5. **Develop new types of agile and flexible learning** including mobile, site-based training and digital solutions.
6. **Raise the profile of construction as a green skills sector** through inspiration activity with young people and families inside and outside of school which gives consistent messages about the career pathways for retrofit.
7. Promote a career in the sector as one which is both **high paid and has long term security**
8. **Increase skills** for new types of heating and plumbing and encourage employers and workers to get accredited against national standards.
9. Linked to the above, **promote employer engagement** through increasing technical routes, including apprenticeships

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## 4.2 Improving Access to Funding and Finance

### Where are we now?

Retrofitting a home will result in multiple benefits for the people who live in the property, to the wider economy and society at large. While it is possible to monetarise some of these benefits, they are not always realised by the person making the investment, making the business case harder to justify for those who need to do so, e.g., commercial or residential landlords.

This can be further complicated when the cost of a retrofit is compared with replacing a gas boiler, ignoring the wider home improvements which a retrofit can involve and the comfort and wellbeing gains. This can result in long payback periods as the investment is not always fully reflected in an increased value for the property, in the same way some other home improvements are. This is likely to be less material over time, for all tenures, as house prices are starting to reflect energy performance.

### The Economics to Retrofitting a Home

It is difficult to generalise on the costs and benefits associated with retrofitting a typical home. Although the Energy Systems Catapult estimate that retrofitting a home will save between £200-£1,000 a year in fuel bills, it will depend on:

- how inefficient the property was in the first place
- how far the building has been upgraded
- how will future costs for gas and electricity prices change
- how many people live in the property and how warm do they have their home

Each building upgrade will need a different budget to spend on a relatively short list of possible improvements, namely:

Types of Measures	Price Range
Draught proofing existing windows and doors	£
Insulation – loft, wall (cavity, external or internal) or floor	£ - ££££
Energy efficient lighting	£
Smart heating controls	£
An induction cooker	£ - ££
New bathroom and kitchen fans and wider ventilation improvements	£ - ££
Low carbon heating system (e.g., ASHP)	£££ - ££££
New efficient double or triple glazing	££- £££££
Whole house ventilation	££- £££
Solar photovoltaic panels	££- £££
£ <£500	££ £1,000-£5,000
£££ £5,000-£7,000	££££ £7,000-£10,000
	£££££ >£10,000

Types of Retrofit Measure	Typical Cost	Carbon Saving
Cost Effective (CE) Fabric	£4,000	29%

Heat Pumps	£6,000	94%
Heat Pumps +CE Fabric	£10,000	95%
Photovoltaic (PV)	£3,000	2.4%
Heat Pumps +CE Fabric + PV	£13,000	97%
Property Archetype	Average house price in GM	Forecast Uplift from EPC D to C
Detached houses	£360,858	£18,000
Semi-detached houses	£231,356	£11,500
Terraced houses	£165,645	£ 8,300
Flats and maisonettes	£160,584	£ 8,000
<b>All property types</b>	<b>£207,246</b>	<b>£10,300</b>

GMs Pathways to Healthy Net Zero Housing report determined that the average investment needed per home to make the use of a heat pump cost effective was £10,100, and a further £3,000 if Photovoltaic Solar Panel are installed. This economic case is further strengthened because a “do nothing” scenario will at some point in the next 10 years likely to require maintenance which would have been covered in the new boiler costing £2,000, so the marginal cost of a retrofit is circa £8,000.

***In addition to all the benefits of living in a newly renovated home, the costs of an average retrofit will largely be recovered by a comparable increase in a property’s value, even before any energy savings are realised.***

Funding renovation is a complex challenge which requires a range of different finance solutions that reflect the issues facing different sectors:

- **Individuals** need to be able to easily access finance solutions which are patient and provide an incentive to undertake the necessary work. Successful grant programmes, such as the care and repair grants remain small scale and while they are not sufficient in themselves to address the issue, could form part of the funding package. The recently announced Boiler Upgrade Scheme will give £5,000 up-front to individual households for ASHP installs.
- **Commercial/residential landlords** are often able to access finance through traditional lenders. However, the spend and benefits are misaligned – the landlord pays for the work, but the tenant often sees the direct financial benefit of lower bills (and the payback will not be short term).
- **The Public sector** can access finance through the Public Works Loans Board which generally offers cheaper finance and is easy to obtain. But justifying such loans for building upgrade can be difficult because the wider benefits of retrofit are not captured as income streams take time to cover the loan. There have been some relatively small-scale grant programmes which capture the income stream, to help the business case, but they require a pipeline of proposals to be ready and deliverable. Developing this pipeline of projects requires time, money, and technical specialists – all of which are in short supply.

Whilst the issues around funding are now better understood, and there are now examples of companies accessing ‘green’ funding, the innovative solutions to address these issues are not currently widely available or publicised. Many of the solutions that address this area of the market require further development and, in some cases, legislative change.

As well as access to finance, there are also financial issues created by competing priorities across organisations. Retrofit measures often deliver marginal financial returns and do so over longer timeframes than traditional development projects. When money is tight, it can therefore be difficult to convince decision-makers to choose to retrofit over alternative options. This is especially true when wider climate change commitments and policies are not factored into the decision making.

### **Where do we need to be?**

There is a need for a suite of widely available financial products, which meet the needs of organisations and individuals who want to renovate their properties, and which are ‘technology-blind’. Outside of a few relatively small-scale government grant programmes, there are currently few financing options for retrofit which seek to address the challenges noted above.

There is an opportunity for a GM partnership to act as a trailblazer, bringing new finance initiatives to the market that support the widespread delivery of retrofit in the public, commercial, domestic, and social rented sectors. Key to making this happen will be to review and value the wider benefits of renovation – including the cost of carbon and security against future market price changes and security of supply of gas.

Creating financial products which are predicated on carbon savings and onsite generation should also reduce the prevalence of “value engineering” out the low carbon measure, as to do so would make them ineligible for the financial product.

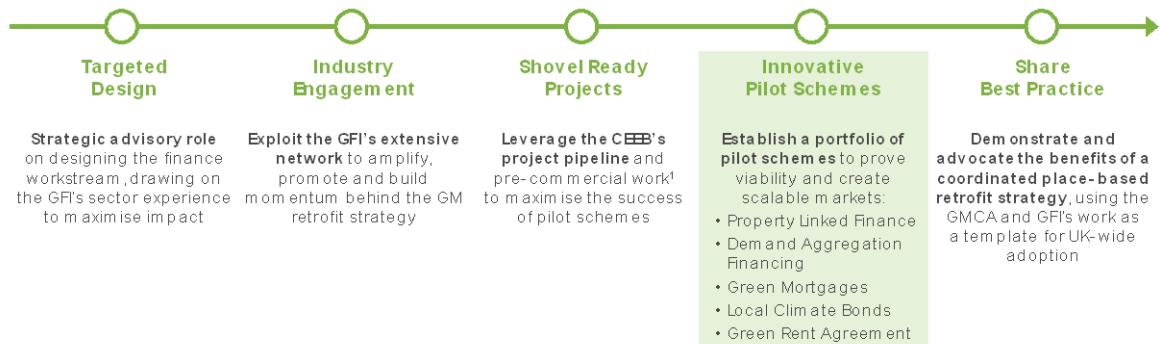
### **How will we achieve this?**

We need to create a blueprint for what suitably structured financial products would look like, demonstrate there are organisations willing to provide them and show there are customers who would be willing to use them. GMCA is working in collaboration with the Green Finance Institute to move forward several workstreams to bring such products to market, as illustrated below:



## Key areas for collaboration

Collaborative opportunities between the Green Finance Institute and Greater Manchester Retrofit Strategy



<sup>1</sup>Generating financial product ideas from a standing start is proven to be challenging, therefore the CEBB's pre-commercial work can increase the probability of successful delivery |

Examples of pilots that are being developed with GFI include:

- **Local climate bond** – Local Climate Bonds, a type of 'community municipal investment', allow local authorities to raise capital to fund specific initiatives in their neighbourhoods. Detailed work is underway to determine if a viable pilot can be established in GM, potentially as a method of funding the Public Sector retrofit pipeline which has been developed through the Go Neutral programme.
- **Property linked finance** – This is a concept where financing for retrofit stays with the property and not the individual/developer when ownership changes, and it has been successfully piloted in the U.S. Work is already under development by the Green Finance Institute to establish a financial product for older people which would allow them to fund retrofit through an equity release type mechanism. To make this kind of product accessible to the wider population it would likely require legislative change to link the loan to the property so that it does not need to be repaid when the property is sold. The full legal requirements are being worked through, taking into account that the Green Deal repayment mechanism still exists.
- **Demand aggregation and coordination** – This means bringing together many individuals or businesses who want a particular product. This creates a combined volume of demand that then proves attractive to suppliers/financiers, provides economies of scale and reduces costs. For example, the GM Solar Together campaign saw over 300 households sign up together to get Solar PV arrays installed (but due to timing it was not possible to incorporate a suitable financial product with this). A pilot to trial this approach in GM is being developed.
- **Green rental agreement** – This initiative sees retrofit funded through rental agreements for both commercial and residential landlords which include the cost of

heating, this result in the financial savings from the energy efficiency go to the landlord, thus providing an incentive for landlords to act. This addresses one of the key challenges of retrofitting in that the benefits and financing are not always realised by the person who pays for the retrofit. Work is underway to establish how this type of agreement could be linked with design of GM's Good Landlord Charter.

- **Green mortgages** – This is where lenders (like banks and building societies) offer preferential rates to homeowners that retrofit their property. ‘Green mortgages’ do already exist, but the offer is not extensive or well recognised.

Discussions are ongoing with GFI as to how the messaging in this area could be supported and improved. In addition to the above, GMCA are exploring the establishment of a retrofit fund, which would attract institutional investment and would allow patient capital to be deployed into the market.

### 4.3 Speeding up Delivery

There are many, often related, reasons why the retrofit market in GM is not delivering at the scale needed to address the challenge. Layered on top of this core market failure, there are currently a range of other competing demands on the retrofit sector, including:

- A backlog of works which were stopped/delayed due to covid restrictions
- A demand for home upgrades being driven by an increase in home working
- A stamp duty relief designed to increase the number of people moving home (moving home often triggers building works)
- Post-Grenfell safety works on External Wall Cladding/Insulation and
- Short term Government initiatives e.g., Green Home Grants

This means that the sector has more work than it can deliver. Companies can therefore pick and choose what they do and, understandably, are mainly choosing routine work they are familiar with rather than doing retrofit work or releasing staff for retrofit training. This cost increase is exacerbated by the rapid increase in the demand for materials on the back of COVID induced supply chain pinches.

We therefore need to balance the urgent need for large numbers of properties to be retrofitted with the physical limits of the existing supply chain. If we grow demand too quickly then we increase the risk of poor quality or inappropriate installation, which would jeopardise future delivery. One way to help overcome this bottleneck, in the medium term, is to look to develop and implement innovation solutions which make renovation quicker, simpler, cheaper, less invasive with increased customer protection. The mass deployment of such innovative solutions would increase the uptake by reducing upfront costs and non-financial barriers. Other potential solutions to meeting the anticipated demand would be to encourage more retrofit start-ups in GM, or to encourage retrofitting companies from outside the city-region to create new facilities here.

#### Speeding Up Delivery in each sub-market: domestic, commercial and public buildings

Retrofit delivery is best viewed as three submarkets with distinct opportunities and challenges and distinct public policy levers. These are: domestic retrofit, commercial/industrial retrofit and public building retrofit. The following sections look in more detail at these markets and the opportunities they afford.

#### 4.3.1 Domestic Delivery – The Race to C

For a household to be able to affordably heat their home from renewable sources, the energy rating needs to have an Energy Performance Certificate of C or above, otherwise running costs become prohibitive in the current market. The work we have undertaken with Parity in 2020/21 “Pathways to Healthy Net Zero Housing for Greater Manchester” tells us that we need to increase the thermal efficiency of three quarters of our homes, some 887,000 households.

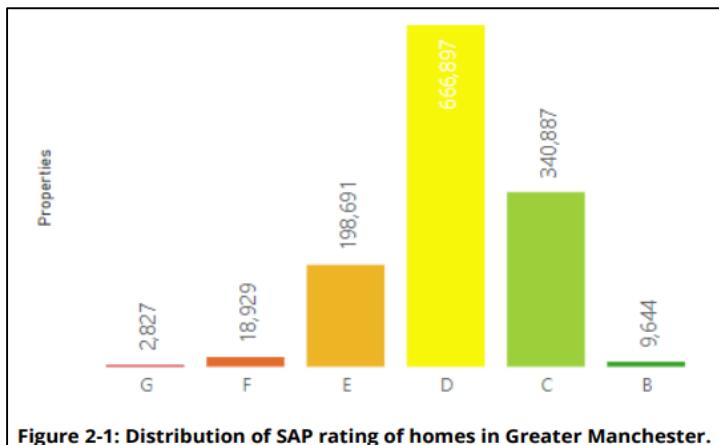


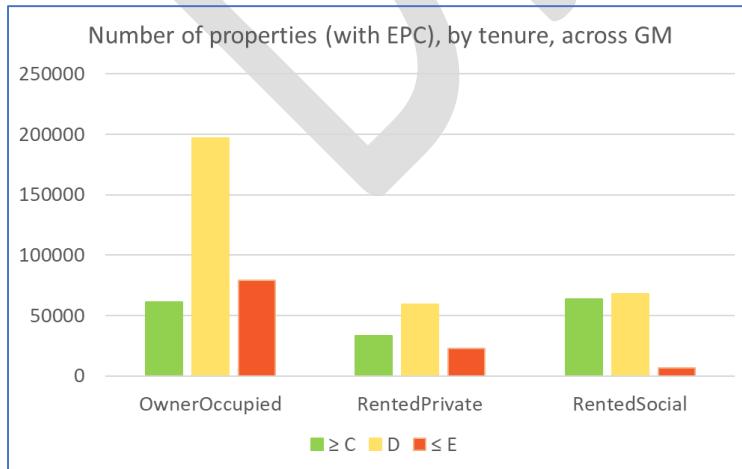
Figure 2-1: Distribution of SAP rating of homes in Greater Manchester.

If we are going to be successful in driving delivery, we need to know what progress we are making, and understand efficiency levels across GM's housing stock, without the need for expensive data collection systems. To do this, we intend to use existing nationally available data provided through Energy Performance Certificates (EPCs). These are certificates which measure a home's energy efficiency and which homeowners

are required to get every time a house is sold or let. We will also analyse how Standard Assessment Procedure (SAP scores) change over time, to help determine incremental changes which, while not large enough to result in an EPC score change, are nonetheless a meaningful change when assessed across the entire housing stock.

Our work with Parity identified that 57% of GM households are owner occupied, 20% private rented, and 23% social rented. While renovation activity is needed across all three tenures, the owner occupier sector has the most inefficient housing (both in absolute and percentage terms).

Note: only around half of properties have an Energy Performance Certificate



Our work with the Energy Systems Catapult found that around 30% of GM homeowners say they are willing to retrofit their home in some way but are not doing so because of the barriers previously identified. In recent years there have been several Government interventions to try and encourage households to undertake retrofit (and to subsidise the cost) but they have often been small-scale, short-term, and have had mixed success.

To support the market, Government introduced the Green Homes Grant voucher scheme. This was launched in 2020 and targeted the private rented and owner occupier sectors. It was widely deemed to be unsuccessful, has since been scrapped, and received highly critical feedback from the National Audit Office. The similarly named Local Authority Green Homes Grant has been more successful, investing £27m this year in GM to renovate the most fuel poor homes. The challenge with this fund has been that there is not enough capacity in the supply chain to meet customer demand. This means it is likely to underspend in GM, with funds returned to Government. This lack of supply chain capacity is particularly acute for External Wall Insulation contractors due to post-Grenfell remedial works on tall buildings (GM has the highest number of tall buildings in the UK outside London). Whilst both funds have been of some value, their scale and duration have not been commensurate with the challenge GM faces. This is compounded by the schemes' focus on the most inefficient homes (EPC – E, F & G) which make up only a quarter of the 887,000 homes that need retrofitting.

It should be noted that not all homes need to be retrofitted for renewable heating to be a financially viable option, e.g., there are around 205,000 homes in GM which could install an Air Source Heat Pump today without any fabric improvements, a potential £1.2bn market. The Government's £5,000 Boiler Upgrade Scheme grants will, from April 2022, support this market to develop and will be particularly attractive to those who are both willing to pay and live in such a property.

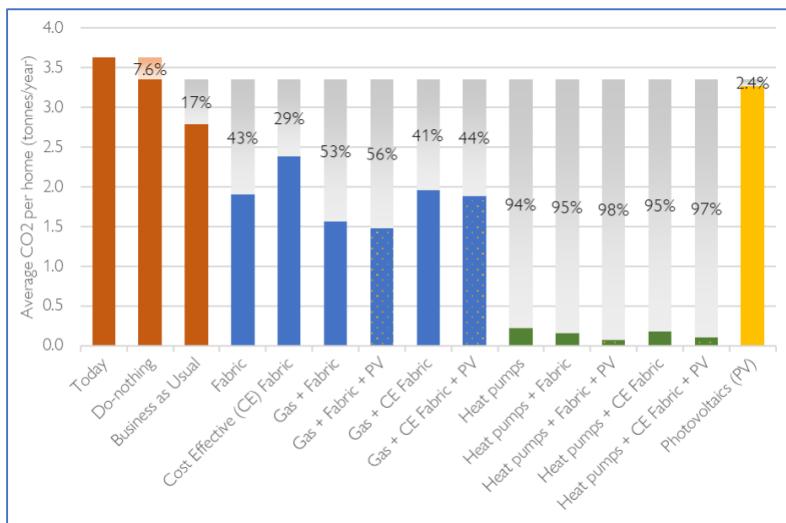
To prevent the retrofit challenge from getting worse, all new GM homes will be designed to be net zero carbon by 2028. Also, in GM we also plan to build 30,000 net zero affordable homes by 2037. This will require new ways of thinking, new supply chains to be engaged and skills to be adopted by both the existing and new workforce. This provides an opportunity to share and transfer the learning secured on new build into the wider retrofit and home improvement market.

### Where do we need to be?

The Parity Project's report *Pathways to Healthy Net Zero Housing in Greater Manchester*<sup>2</sup> provided a range of scenarios for GM to achieve net zero carbon housing by 2038. Historically, renovation schemes in the UK focus on improving insulation and the efficiency of a boiler, but largely remain reliant on fossil fuel boilers. This must change, as there is no place for mineral gas in net-zero housing. The main option to decarbonise domestic heating in GM is the electrification of heat through air source heat pumps (ASHPs) and, where opportunities exist, the development of heat networks where an energy centre provides and distributes heat to multiple dwellings.

Our modelling suggests that "Heat pump + cost effective fabric + solar PV" is the most cost-effective means of reaching carbon neutrality, reducing emissions by 97% (see graph below © Parity Projects).

<sup>2</sup> *Pathways to Healthy Net Zero Housing in Greater Manchester – by Parity Projects, Bays, The Association of Decentralised Energy and Energy Systems Catapult*



To enable an ASHP to cost-effectively heat a home, the home needs to be insulated to an EPC C level and heating systems may need to be altered (e.g., bigger radiators). This means fabric measures like insulation are often necessary to make ASHPs economically viable, although fabric measures alone are not sufficient on their own to cut emissions.

Such insulation measures also support immediate reductions in fuel poverty and, even if they aren't being installed at the same time, make it easy to deploy heat pumps or other zero carbon solutions at a later date. As such:

- We need to stop using gas fired heating
- We need a large-scale rollout of heat pumps this decade
- We need widespread insulation improvements to make homes suitable for low carbon heating technologies (including heat pumps), including retrofitting over 887,000 homes to move from EPC grade D or lower, to a C or above and
- We need to give people the confidence to move from their current heating system to one which can be perceived as novel and complex

Whilst significant behaviour change is not needed to live in a retrofitted building, residents will need some education on how to best use the technology as heating response times are slower than a gas boiler, providing more constant, controllable stable temperatures.

Further work is also needed to demonstrate to 'place-based regeneration' organisations, departments and future Mayoral Development Corporations, the role and benefits domestic retrofit can deliver against wider policy objectives such as health, poverty, and equality. The inclusion of retrofit measures into such place-based schemes would help develop the market and increase understanding and acceptance in the wider community.

### How will we achieve this?

#### Owner occupiers and the private rented sector

To enable an 'at scale' retrofit market to develop, action is needed in both the social sector and the willing to pay market (private landlords and owner occupiers). To help catalyse this willing to pay market, GMCA is looking to procure a vehicle, (RetrofitGM) which will create a flexible customer-focused end to end service. The service will assess a home, clearly outline which retrofit actions are needed, the order the work needs to occur in, the expected costs and sources for finance. Customers can then choose how to progress the works, including contracting RetrofitGM to deliver the improvements. The RetrofitGM scheme is looking to enable a market which can renovate an average of 61,000 homes each year, although this will take time to achieve.



To support the uptake for renewable heating in the Private Rented sector, GM is looking to develop a Good Landlord Charter which will recognise those rental properties with good energy performance and low carbon heating systems. In addition, GM is looking to strengthen regulators enforcement of the private rented sectors through the Good Landlord Scheme.

### **The social rented sector**

Around 20% of GM's 1.2m households live in social housing. On average, these tend to have better energy ratings than a Private rented or Owner Occupier homes, but 138,000 will still need and benefit from building upgrade improvements to make them suitable for renewable heating and to meet the current Minimum Energy Efficiency Standard by 2030.

Social housing providers could send the retrofit market a clear signal as to the scale, nature, and timing of the uptake of renewable heating and any associated retrofit measures. By using Social Value clauses in the procurement of such work, they can stimulate both the provision and uptake of a range of retrofit skills. If this approach is orchestrated with wider public sector procurement, GM could create a de facto GM standard. This collaborative approach is needed to create a fully functioning retrofit market, which can specify minimum standards for key technologies and which, in turn, will reduce the unit costs.

The current picture in the sector is mixed with some Providers already committed to installing no new gas boilers, others looking to make similar commitments, while some have no stated plans to stop 'like for like' replacements for gas boilers. Further work is needed to galvanise those in the sector who are committed to GM's 2038 goal. We need to create a clear pathway with timelines for both the phasing out of gas boilers and the number of properties which will need to be improved. Such an approach will also make it possible to better phase the necessary works over time. This is important as it will help social housing providers to avoid a 'hump' of work as we approach the 2030 deadline, a 'hump' which would put excess demand on retrofit suppliers and drive-up costs. The shape and size of this programme can then be communicated to the market and skills providers to inform and stimulate interest. The sector currently has plans to renovate around 7,200 of the 138,000 homes which need it, with an investment of £118m investment.

In addition, GMCA through the Buildings Challenge Group will look to engage with major housebuilders, the Green Building Council and other relevant parties to determine how the learning on net zero new build can be disseminated to catalyse the uptake of new ways of working.

### 4.3.2 Commercial

Unlike the residential sector, in building used for commerce electricity makes up 56% of the 1,190 ktCO<sub>2</sub>e emitted in 2019, with the remaining arising from gas heating systems.

Increasing the number of commercial buildings which can be heated with renewable energy will not only reduce GM's carbon emissions, but will support the ambitions of their tenants, especially SMEs. For many tenants their inability to reduce their carbon emissions from the buildings they occupy is a major barrier to their zero-carbon transition.

Whilst the problems faced by building owners are very similar in nature to those faced in the residential sector for Owner Occupiers and Landlords, the creation of a viable business case is critical. As such, the previously stated challenges of expenditure on building fabric improvements are not wholly reflected in the asset's value and the spilt incentive, where a landlord invests but a tenant realises the benefits, are critical barriers.

Many commercial building owners are not aware of what they can do to their buildings to upgrade them for a zero-carbon future, due in part to the market failures outlined above. This challenge is compounded for such building owners as there are a broader suite of technology solutions and more properties that require bespoke interventions, making it harder for the owner to determine the right course of action.

### Where do we need to be?

Under the Minimum Energy Efficiency Standards (MEES) Regulations by 2030, all commercial buildings need to have an EPC of B or above, so they are suitable for renewable heating systems. At face value, the Minimum Energy Efficiency Standards (MEES), which applies to all privately rented property from April 2023 should drive this change as this is the standard set, but this is caveated with "where cost effective (payback over 7 years)". In addition, the lack of rigorous enforcement of MEES means that this Standard alone will not drive the change at the pace needed. To do this requires a suite of solutions which are similar to those needed in the domestic sector, such as:

- Access to independent advice which outlines what retrofit actions can and need to be undertaken and an estimation of the cost involved – a Commercial Retrofit Action Plan
- Access to patient capital, which could be linked to a property or portfolio of properties
- Access to rental agreements which share the ongoing benefits of retrofit with the landlord
- Access to proven Energy Service Company (ESCO) providers who turn heat into a service and undertake whole building upgrades.
- Clearly outlined changes, on when, and at what magnitude taxation will shift from electricity to gas, creating a stronger business case for 'pay to save' investments.
- Consistent strong enforcement of MEES

### How will we achieve this?

Greater Manchester has diverse commercial letting portfolio, this ranges from domestic scale dwellings e.g., local shops and care homes, to destination retail outlets, large multi-floor offices and mixed tenure buildings. As such many of the mechanisms being put in place to support the domestic sector will, if structured appropriately, support and enable landlords to renovate their properties. These include new financial products, an increased awareness and use of green leases and the use of Energy Service Companies (ESCOs). For smaller properties, the end-to-end renovation vehicle being developed for the domestic sector, RetrofitGM, will also be able to support landlords to increase their EPC to a B, the minimum energy efficiency standard by 2030 (EPC C by 2027).

To help the sector better understand the need for retrofit and what measures need to be taken, GMCA will agree with The Growth Company, and its Business Growth Hub, what role they can take to support the sector. This could build on the support they give via their existing funded programmes and through MIDAS, Business Finance Solutions and Marketing Manchester.

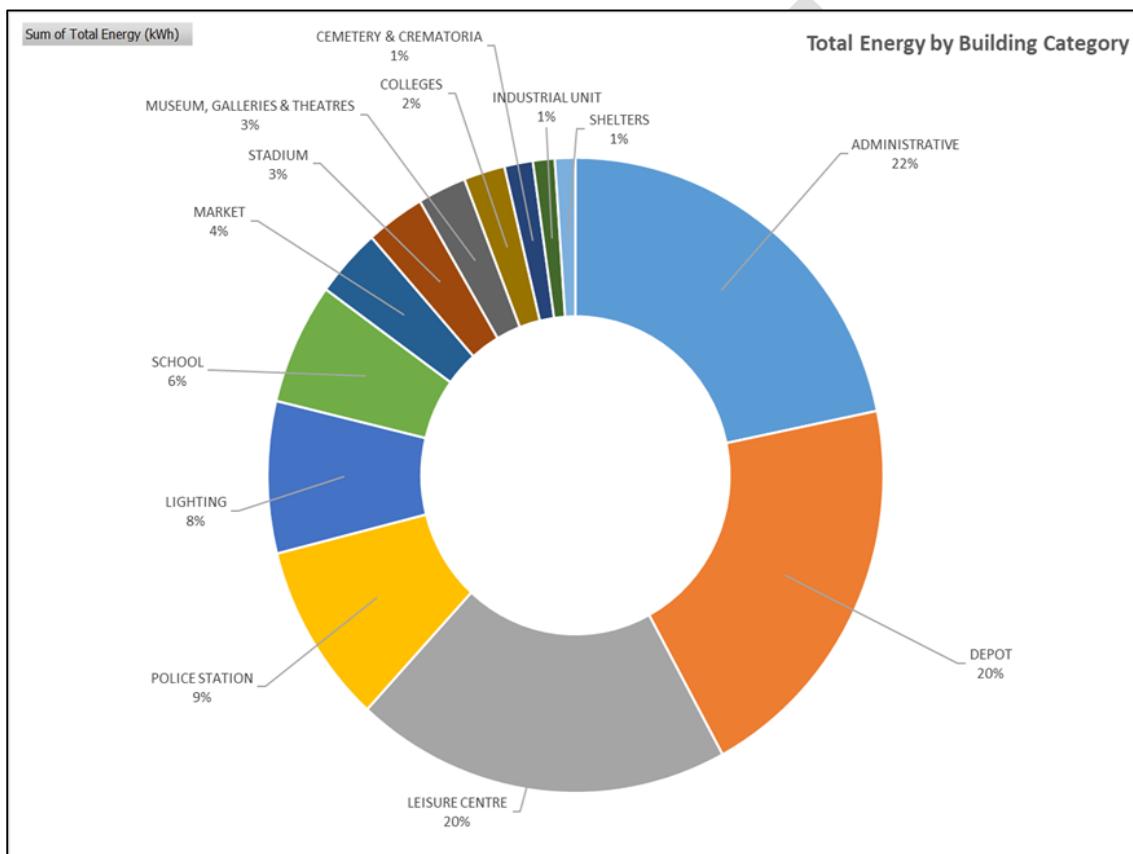
To address the key challenge of the difficulties in making a commercial business case for retrofitting, we will develop new innovative products and services to enable commercial retrofit to work within the current tax and property valuation landscape. As such, The Energy Innovation Agency – a partnership between GMCA, The Growth Company, SSE Enterprise, Hitachi EU, Bruntwood, The University of Manchester, Manchester Metropolitan University, and The University of Salford – will prioritise non-domestic retrofit innovation as a key challenge area to secure rapid adoption of innovative solutions using the estates of anchor organisations as testbeds.

Another challenge the sector faces is that the business model case for renovation is not always strong enough to enable investment and while changes in energy taxation policy (moving taxes from electricity to gas) will help, these are not yet timetabled so cannot currently be factored into future cost/benefit. This challenge is further exacerbated by the fact that, in some cases, tenants need to move out (or the space is vacant) before the necessary works can be undertaken which further challenges the business case. For this reason, there is a clear opportunity to bring in new innovative products and services which both reduce cost and disruption. This is an area of focus for Energy Innovation Agency, a partnership between Bruntwood, Greater Manchester Combined Authority, Hitachi Europe, Manchester Metropolitan University, SSE, The Growth Company and the Universities of Manchester and Salford which look to bridge the innovation gap enable the rapid deployment of low carbon products and services

To encourage the adoption of retrofit Measures, GM is looking to introduce a Good Landlord Charter, similar to the Good Employment Charter with recognises those who are supporting Greater Manchester shared objectives to decarbonise our buildings by 2038. Underpinning this drive to improved energy efficiency are the Minimum Energy Efficiency Standards which state that all commercial building will need an ECP B or greater by 2030. MEES will also require increased enforcement, supported by the Good Landlord Scheme alongside the encouragement provided by the Good Landlord Charter. This backstop date should encourage and motivate the laggards who will find it increasingly difficult to rent their properties.

### 4.3.3 Public Buildings

Greater Manchester's Public Sector is also a significant contributor to heat-based emissions, emitting 4.3% of GM's total carbon footprint. To put this into context, it is equivalent to Wigan's entire transport emissions, or 80% of the combined emissions of all home heating across both Oldham and Rochdale. Through the Public Sector Decarbonisation fund, 150 buildings are currently being retrofitted, with an investment of £78m saving an estimated 9,000 tCO<sub>2</sub>e per annum, removing 144,000t CO<sub>2</sub>e contribution to our carbon budget. While this is significant, it is also nowhere near the scale needed as it represents less than 2% of the Public Sector's emissions.



### Where do we need to be?

For GM to remain within its carbon budget and for the renovation ambition to be credible, the public sector needs to lead by example, to show not tell. Sending a clear message to the supply chain, landlords and society at large that such rapid change is both needed and should be welcomed due to the positive outcomes it will deliver. The goal therefore is to have every public building meet the same minimum energy efficiency standards as commercial landlords by the same 2030 deadline.

### How will we achieve this?

There is a need to develop a public sector building decarbonisation programme covering the entire estate. Work contributing to this has already begun. Assessments have been carried out to understand what individual public sector buildings emit and what function they provide,

including local authority-controlled schools. This creates an emissions hierarchy which helps prioritise where early action will have the most impact. This has the potential to reduce implementation costs by developing solutions based on common building archetypes e.g., two thirds of the emissions of public sector buildings come from administrative buildings, depots and leisure centres.

### **Decarbonisation of the Public sector**

Recognising the need for urgent action to reduce our current rate of emissions significantly, public sector organisations have come together to develop a collective systematic approach to the decarbonisation of their estate to ensure we do not exhaust our entire carbon budget in the next 6 years.

The initial focus of this work has been to understand what the opportunities for retrofit and local energy generation exist across the 2,700 properties which make up the estate. By creating a project pipeline, GM has been able to secure £78m from the Public Sector Decarbonisation Scheme. Funding measures such as low-carbon and renewable heating systems, and solar panels in leisure centres, council offices and town halls creating or safeguarding of around 2,000 local jobs.

Another early win is Go Neutral a highly innovative smart energy programme. This programme will develop low carbon renewable energy generation and smart energy assets using public sector land, car parks and buildings, by combining opportunities it has the potential to bring forward schemes which on their own would not currently be viewed as economically viable.

In October 2021, Government announced a series of measures which will support the public sector to decarbonise its' estate, making £1.45bn available over the next 3 years through competitive bidding. Whilst this is welcome and, if successful, will help decarbonise some of GM's public estate, it is not at the scale needed to meet our carbon budgets. Also, by only retrofitting buildings when grants are available does not show leadership and risks sending the message that retrofit can only happen when secured through grant funding. The public sector therefore needs to develop business cases which capture the wider benefits that renovation brings to the realisation of the Greater Manchester Strategy. These business cases should be used to unlock finance which could be PWLB, Local Green Bonds or the use of Energy Service Companies (ESCOs). The public sector will need to do this at an unprecedented scale and speed and will need to dedicate resources, both people and capital to make this a reality. This is a step change and will require doing things differently, including more streamlined decision making and governance structures which can support rapid deployment while ensuring the necessary level of scrutiny.

By adopting this approach, the public sector will not only support the emergence of a functional retrofit market and the wider suite of benefits this will bring it will show leadership to others and so catalyse wider more rapid adoption.

### **Renewable heating and generation supply chain**

Suppliers who want to install renewable energy technologies need to be registered with the Microgeneration Certification Scheme (MCS). This means we can use MCS registration data

to better understand the capacity of the renewable energy technology installation market. There are currently 39 MCS-accredited installers in Greater Manchester (though this does not include any of the associated ancillary building work and its supply chain).

The MCS data can also tell us what technology has been deployed, its location, and the tenure of the properties in question. This means that monitoring the number of MCS accredited installations in GM (and how many were done by local companies) can help us to monitor and understand the capacity of the local supply chain to deliver the demand. By combining this with the number of MCS installs that were delivered by GM companies elsewhere in the UK, we can estimate the current capacity of GM's market.

DRAFT

## 5. Conclusion

Heating our homes and buildings with renewable heating technologies will not only support our Climate Change objectives it will make significant inroads in addressing some of the wider challenges Greater Manchester faces as we move out of the pandemic.

The scale and longevity of the opportunity will, if addressed in a systemic way, accelerate the realisation of GM's wider strategic objectives including those in the Greater Manchester Strategy, which puts climate change and inequality at its heart (and the supporting strategies including the Local Industrial Strategy). We recognise this opportunity as one which will only arise once-in-a-generation: the potential to deliver substantial carbon reductions, environmental and health benefits for our people, whilst also creating new green industries, innovations and jobs.

There are currently a series of market failures that need to be addressed to realise a fair and just transition to a net zero carbon society. Without intervention the market will be limited to those who have the knowledge, desire, and ability to pay, limiting the benefits to those people and businesses most able in society. Not intervening therefore risks further entrenching inequality, as failing to achieve the transformational scale needed to address Climate Change will limit the impact on wider social and economic policy objectives. This will ultimately cost the economy and society, particularly those least able to afford it, and with the lowest carbon footprint more.

This report sets out how the Retrofit Taskforce will drive systemic action to overcome these failures by:

- The identification, stimulation, coordination and realisation of building renovation across all sectors and tenures, to provide confidence to the market and to secure the necessary investment in the provision of a skilled workforce and in the adoption of innovative solutions
- The development and deployment of new financial products and services which gives building owners access to affordable funding which enables them to undertake the retrofit. This may also look at local green municipal bonds which enable GM's residents to accelerate the transition
- The provision of local 'retrofit' training course places which provide individuals with the knowledge and skills the sector needs, at the time when they are needed. This will cover further and higher education providers, including craft and more specialist roles such as heating engineers and retrofit coordinators
- The collection, verification and analysis of data and other key performance indicators to monitor progress towards the goal of all residential properties having an EPC of at least a C by 2038, and Commercial properties having an EPC of B or above by 2030.

This will be done in such a way as to maximise local social, economic and environmental impact, ensuring that the opportunity retrofit provides is realised in a way which is fair and just and acts as a driver for the wider societal and economic changes needed post pandemic.

## 6. Implementation Plan

	Short term (0-9 Months)	Medium term (9 – 18 Months)	Long term (18 – 36 Months)
<b>SKILLS</b>			
<b>Increase the number of skilled workers able to work on retrofit projects</b>	<ul style="list-style-type: none"> <li>Deliver a programme to upskill 875 individuals in related qualifications (Retrofit Skills Hub) – <b>North West Skills Academy</b></li> <li>Deliver a programme to attract individuals to the sector (Retrofit Bootcamp) – <b>North West Skills Academy</b></li> <li>Explore embedding of Retrofit skills in existing curriculum – <b>Colleges/GMLPN/MCS/ESC</b></li> <li>Encourage and enable apprenticeships among Retrofit and Construction workforce – <b>Employers</b></li> <li>Investigate using public procurement mechanisms to stimulate apprenticeships- <b>GMCA</b></li> </ul>	<ul style="list-style-type: none"> <li>Continue commissioned delivery of Retrofit Skills Hub to additional 265 individuals – <b>North West Skills Academy</b></li> <li>Evaluate success of programmes – <b>GMCA</b></li> <li>Assess future funding options and programmes – <b>GMCA</b></li> <li>Deploy funding from AEB for existing provider network – <b>GMCA &amp; Existing Providers</b></li> <li>Investigate the potential of an integrated retrofit skills offer – <b>Salford University, Colleges &amp; existing providers</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Audit</b>, Evaluate and renew funding options for successful programmes – <b>GMCA/ESC</b></li> <li>Exploration of long-term provision options (adaptation of existing curriculum, development of new pathways) – <b>GMCA &amp; Existing Providers</b></li> </ul>

	<b>Short term (0-9 Months)</b>	<b>Medium term (9 – 18 Months)</b>	<b>Long term (18 – 36 Months)</b>
<b>Better understand the supply and demand sides of skills for retrofit in GM</b>	<ul style="list-style-type: none"> <li>Aggregation of market - localised small to medium sized social housing retrofit projects – <b>Sector Bodies</b></li> <li>Engage with employers to understand their needs and concerns – <b>B4Box, Rothwell Grp</b></li> <li>Monitor the supply of skills (number of starts and completions on relevant programmes and qualifications) – <b>GMCA</b></li> <li>Release the Green Economy Skills Intelligence Report – <b>GMCA</b></li> </ul>	<ul style="list-style-type: none"> <li>Employers to continue influencing skills provision – <b>Employers</b></li> <li>Explore embedding of skills programmes in Public Sector Decarbonisation procurement – <b>GMCA and Local Authorities</b></li> <li>Continue to track qualification starts and supply-side data – <b>GMCA</b></li> </ul>	<ul style="list-style-type: none"> <li>Continue to aggregate demand to provide certainty to market – <b>Sector Bodies</b></li> <li>Employers to continue to share their skills challenges and demand for retrofit skills – <b>Employers</b></li> </ul>
<b>Improve the quality of construction and STEM provision across GM</b>	<ul style="list-style-type: none"> <li>Encourage onsite training on live projects as part of provision – <b>Employers &amp; Training Providers</b></li> <li>Develop additional elements for existing curriculum – <b>Colleges &amp; Training Providers</b></li> <li>Qualification and accreditation bodies to ensure skills infrastructure supports quality provision – <b>TrustMark/MCS</b></li> </ul>	<ul style="list-style-type: none"> <li>Improve understanding of real-time skills demands among provider market – <b>GMCA &amp; Employers</b></li> <li>Feed into central government and other regions to share best practice and challenges – <b>GMCA</b></li> </ul>	<ul style="list-style-type: none"> <li>Continue GMCA research into curriculums for trade and specialist roles – <b>GMCA</b></li> <li>Evaluate existing qualification pathways and review funding routes and delivery models – <b>Colleges &amp; Training Providers</b></li> </ul>

	<b>Short term (0-9 Months)</b>	<b>Medium term (9 – 18 Months)</b>	<b>Long term (18 – 36 Months)</b>
<b>Promote careers in Retrofit as high-skilled and “Green” careers to attract more workers to the sector</b>	<ul style="list-style-type: none"> <li>Employers to engage with colleges and provider network to share skills needs and demand – <b>Employers</b></li> <li>Coordinate messaging on Green career pathways through GMACS – <b>GMCA</b></li> </ul>	<ul style="list-style-type: none"> <li>Employers and stakeholders to provide case studies of careers - <b>Employers</b></li> <li>Work with Enterprise Advisor network to improve understanding of Retrofit – <b>GMCA &amp; Employers</b></li> </ul>	<ul style="list-style-type: none"> <li>Continue messaging to change perceptions around career options – <b>GMCA</b></li> </ul>
<b>Funding and Finance</b>			
<b>Programme</b>	<ul style="list-style-type: none"> <li>Establish a collaboration agreement with GFI, and develop a programme strategy – <b>GFI/GMCA</b></li> <li>Hire a programme manager to provide dedicated resource to design and deliver pilots - <b>GFI</b></li> </ul>		
<b>Local Climate Bond</b>	<ul style="list-style-type: none"> <li>Determine if the GMCA can sign up to the GFI’s Local Climate Bond pledge - <b>GMCA</b></li> <li>Develop a pipeline of potential projects to be funded by a Local Climate Bond – <b>GMCA/Local Authorities</b></li> </ul>	<ul style="list-style-type: none"> <li>Launch the first Local Climate Bond, subject to satisfactory due diligence – <b>GMCA/Abundance</b></li> </ul>	<ul style="list-style-type: none"> <li>Issue a rolling programme of Local Climate Bonds - <b>GMCA/Abundance</b></li> </ul>

<b>Property Linked Finance</b>	<ul style="list-style-type: none"> <li>Establish legislation changes required in order to effect property linked finance options – <b>GFI</b></li> <li>Commercial property group to be established to work through specific challenges for the sector – <b>CBRE/Bruntwood</b></li> </ul>	<ul style="list-style-type: none"> <li>Design a pilot scheme to trial property linked finance in GM - <b>GFI</b></li> <li>Advocate for legislation changes identified as being required – <b>GMCA/GFI/GM LEP</b></li> </ul>	<ul style="list-style-type: none"> <li>Launch a GM property linked finance pilot - <b>GFI</b></li> </ul>
<b>Demand aggregation</b>	<ul style="list-style-type: none"> <li>Develop a demand aggregation GM Pilot - <b>GFI</b></li> </ul>	<ul style="list-style-type: none"> <li>Launch a demand aggregation GM Pilot – <b>GFI/Manchester Growth Company</b></li> </ul>	<ul style="list-style-type: none"> <li>Issue a rolling demand aggregation programme - <b>GFI/Manchester Growth Company</b></li> </ul>
<b>Green Mortgages</b>	<ul style="list-style-type: none"> <li>Host a Lender Roundtable to discuss the current green mortgage market, potential developments and communications strategy – <b>GMCA/GFI/NatWest</b></li> </ul>	<ul style="list-style-type: none"> <li>Develop and launch a GM Green Mortgage product - <b>GMCA/GFI/NatWest</b></li> </ul>	
<b>Green Rental Agreements</b>	<ul style="list-style-type: none"> <li>Integrate Green Rental Agreements into the Good Landlord Charter - <b>GMCA</b></li> <li>Identify Landlords to develop a GM green rental agreement pilot - <b>GFI</b></li> <li>Host a Lender Roundtable to discuss the opportunity to</li> </ul>	<ul style="list-style-type: none"> <li>Launch a GM green rental agreement pilot – <b>GFI</b></li> <li>If appropriate, establish a retrofit fund - <b>GMCA/GFI/Lloyds Bank</b></li> </ul>	
<b>Retrofit Fund</b>			

	establish a retrofit fund – <b>GMCA/GFI/Lloyds Bank</b>		
<b>Delivery</b>			
<b>Create a retrofit market in GM aimed at domestic properties with a local trusted supply chain</b>	<ul style="list-style-type: none"> <li>• Procure a project management agent to deliver retrofit plans to the willing to pay market (RetrofitGM) - <b>GMCA</b></li> <li>• Develop a comprehensive programme of Social Housing retrofit including business case development, project pipeline, procurement, evaluation – <b>Registered providers</b></li> <li>• Roll out the emerging findings and actions from the Heat Pump Accelerator Programme –<b>Pump Accelerator / Local Authorities</b></li> <li>• Develop a Collective Purchasing initiative aimed at domestic properties for Heat Pump Installation - <b>GMCA/suppliers/RetrofitGM provider</b></li> <li>• Subject to opportunity bid for Retrofit funding with suitable partners – <b>GMCA/ Register Providers /Local Authorities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Engage with suppliers and manufactures on collective procurement opportunities arising from Social Housing retrofit - <b>Registered providers</b></li> <li>• Implement Heat Pump Collective Purchasing scheme and evaluate impact – <b>GMCA/Procured Supplier</b></li> <li>• Review the impact and trajectory of the Willing to Pay Market – <b>GMCA</b></li> <li>• Promote Retrofit GM to public sector employees – <b>Local Authorities / RetrofitGM</b></li> <li>• Building on the lessons learnt from GM Solar Together, undertake a collective purchasing scheme for Solar PV/battery with a finance offer – <b>GMCA / Suppliers</b></li> <li>• Based on the investigation, consider implementing a unified approach to “warm home” upgrades for residents in</li> </ul>	<ul style="list-style-type: none"> <li>• Based on the shape and size of the emerging market review the attractiveness to inward investors – <b>MIDAS</b></li> <li>• Based on impact and need, undertake additional rounds of collective procurement – <b>GMCA / Suppliers</b></li> </ul>

	<ul style="list-style-type: none"> <li>Investigate the development of a unified GM approach to publicly coordinated “warm home” upgrades for residents in vulnerable circumstances, building on existing good practice - <b>GMCA/CCG/Care&amp;Repair</b></li> <li>Deliver the current Green Homes Grant offer to 1800 homes - <b>GMCA</b></li> </ul>	vulnerable circumstances - <b>GMCA/CCG/Care&amp;Repair</b>	
<b>Increase the number and resilience of GM suppliers who can provided high quality retrofit service</b>	<ul style="list-style-type: none"> <li>Develop, resource and implement a targeted business support offer to the retrofit supply chain – <b>The Growth Company / GMCC/ GMCA</b></li> <li>Identify and bid for any additional resources needed to support market develop actions - <b>The Growth Company / GMCC/ GMCA</b> -</li> <li>Engage the local supply chain with the emerging willing to pay market – <b>RetrofitGM agent</b></li> </ul>	<ul style="list-style-type: none"> <li>Create a simple access gateway for installers to find suitable training provision – <b>Colleges/The growth Company</b></li> <li>Identify emerging limitations on the local supply chain, and target support to address this – <b>GMCA/Colleges/Installers</b></li> <li>Identify the specific needs of the early adopter social housing retrofit programme and engage suppliers / training providers / manufacturers – <b>Registered Providers / GMCA</b></li> </ul>	<ul style="list-style-type: none"> <li>Evaluate impact of Retrofit- <b>GMCA</b></li> <li>Review the shape, size and growth of the sector to determine what future support its needed - <b>GMCA / The Growth Company</b></li> </ul>
<b>Create and maintain an open and transparent dialogue to ensure the lessons learnt are timely, understood and acted on</b>	<ul style="list-style-type: none"> <li>Open dialog with domestic new build stakeholders to create a space for lessons and challenges to be learnt and resolved – <b>Budlings and Energy Innovation Challenge Groups</b></li> </ul>	<ul style="list-style-type: none"> <li>Ensure space for ongoing dialogue, collaboration and dialogue – <b>GMCA</b></li> <li>Review Lessons learnt considering the upcoming</li> </ul>	<ul style="list-style-type: none"> <li>Ensure space for ongoing dialogue, collaboration and dialogue – <b>GMCA</b></li> </ul>

		Future Homes Standard – Buildings Challenge Group	
<b>Increase the level of innovative products, services and tools deployed to accelerate decarbonisation of commercial buildings</b>	<ul style="list-style-type: none"> <li>• Launch a Commercial Retrofit Innovation Challenge using live opportunities – <b>Energy Innovation Agency</b></li> <li>• Promotion of the need and opportunity for retrofit in commercial buildings – <b>business support organisations</b></li> <li>• Develop a Collective Purchasing initiative aimed at SMEs for Solar Photovoltaic panels - <b>GMCA</b></li> </ul>	<ul style="list-style-type: none"> <li>• Implement the deployment of innovative retrofit solutions into commercial buildings – <b>Commercial landlords</b></li> <li>• Create a rolling programme of challenge based innovation sprints – <b>Energy Innovation Agency</b></li> <li>• Implement PV Collective Purchasing scheme and evaluate impact – <b>GMCA</b></li> <li>• Engage Commercial Landlords to review post Covid challenges to building retrofit – <b>Buildings Challenge Group</b></li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the impact of the Energy Innovation Agency – <b>EIA Board</b></li> </ul>
<b>Increase the decarbonisation of the public estate</b>	<ul style="list-style-type: none"> <li>• Develop local public buildings retrofit procurement framework including feasibility studies - <b>GMCA</b></li> <li>• Continue to deliver the existing Public Sector Decarbonisation Scheme and increase readiness to deliver future programmes - <b>Public Bodies / GMCA</b></li> <li>• Develop a comprehensive programme of GM school retrofit and increased readiness including business case development, project pipeline, procurement, evaluation and</li> </ul>	<ul style="list-style-type: none"> <li>• Review progress to date across all retrofit programmes in line with agreed carbon budgets and emerging local and national policy - <b>GMCA</b></li> <li>• Realise a rolling programme of retrofit delivery aligned to our agreed carbon pathway – <b>Public Bodies / GMCA</b></li> <li>• Initiate and accelerate the implementation of GM Schools retrofit programme, identifying early lessons learnt - <b>Local Authorities / GMCA</b></li> </ul>	<ul style="list-style-type: none"> <li>• Review progress to date across all retrofit programmes in line with agreed carbon budgets and emerging local and national policy - <b>GMCA</b></li> <li>• Complete the rolling programmes of public and maintained school retrofit works in line with agreed carbon budgets – <b>Public bodies/ GMCA</b></li> <li>• Widen schools' programme to non maintained schools – <b>GMCA / Local Authorities</b></li> </ul>

	<p>dissemination - <b>Local Authorities / GMCA</b></p> <ul style="list-style-type: none"> <li>• Develop the Go-Neutral programme of energy generation across publicly owned land assets up to 85MW - <b>Local Authorities / GMCA</b></li> </ul>	<ul style="list-style-type: none"> <li>• Based on lessons learned Develop a toolbox for non maintained schools and Governors to instigate retrofit programmes – <b>GMCA / Local Authorities / Academy's/ Dioceses</b></li> <li>• Use the Go Neutral smart energy procurement framework to deliver 20MW of renewable and smart energy assists - <b>Public Bodies / GMCA</b></li> </ul>	<ul style="list-style-type: none"> <li>• Review Go Neutral Framework and set revised targets – <b>GMCA</b></li> </ul>
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## Annex 1: Performance Metrics

<b>Deliverables</b>	<b>3 Year Total*</b>
Number of public buildings retrofitted	300
Number of LA controlled schools retrofitted per annum	210
Number of socially rented homes retrofitted	7,200 (TBD)
Number of Willing to Pay owners engaged	20,000
Number of Willing to Pay homes improved	12,000
Number of households moving from EPC D or less to C and above	Monitor
Number of MCS renewable heating systems deployed in Greater Manchester	Monitor
Number of Retrofit Equivalents**	Monitor
Number of new TrustMark accredited installers in GM	1,000
Number of construction workers upskilled	1,100
Number of new apprentices in Construction Sector	3,600
Number of related qualifications completed through AEB	2,400
Number of related Green Careers engagements through GMACs	1,200
Number of GM Funding Pilots launched	4

\* These figures will be reviewed every 12 months and revised accordingly dependent on how the market develops

\*\* Similar to FTE, this is a measure of other overall improvement in the housing stock and is equivalent to the SAP rating increasing by 7 points e.g., if the total SAP score increases by 42, then this is 6 retrofit Equivalents

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## **Greater Manchester Combined Authority**

Date: 28 January 2022

Subject: Greater Manchester International Strategy 2022 to 2025

Report of: Councillor Elise Wilson, Portfolio Lead for Economy and Joanne Roney Portfolio Lead Chief Executive for Economy

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### **Purpose of Report**

This report note provides an overview of the draft Greater Manchester International Strategy and the process taken to refresh the strategy. The report also contains details about the approach taken for the development of the Delivery Plan.

The draft of the Strategy is also attached for approval.

### **Recommendations:**

The GMCA is requested to:

1. Review and consider the report and approve the new Greater Manchester International Strategy.
2. Provide feedback on approach to developing the GM International Strategy Delivery Plan.

### **Contact Officers**

**Rebecca Drakeford, International Strategy Officer, GMCA**

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[Maria.gonzalez@greatermanchester-ca.gov.uk](mailto:Maria.gonzalez@greatermanchester-ca.gov.uk)

Report authors must identify which paragraph relating to the following issues:

# Equalities Impact, Carbon and Sustainability Assessment:

## Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation		
Equality and Inclusion	G	The GM International Strategy outlines how we will work with our diaspora communities to engage internationally, for example with Pakistan and Bangladesh		
Health				
Resilience and Adaptation				
Housing		International investment may fund the development of new homes and therefore increase accessibility.		
Economy	G	All the core international priorities (trade, investment, international students, research and the visitor economy) add additional economic benefit to the city-region, aiming to sustain and create new good jobs.		
Mobility and Connectivity	N/A	The International Strategy calls for further long-haul connectivity to Manchester Airport, improving our connectivity with the rest of the world.		
Carbon, Nature and Environment	RR	Further long-haul route connectivity to Manchester Airport and increasing tourist numbers both have a negative impact on the environment. As with the GMS, the Strategy commits GM to working with the Airport to help mitigate some of the challenges associated with the industry.		
Consumption and Production				
Contribution to achieving the GM Carbon Neutral 2038 target				
Further Assessment(s):	N/A			
	<span style="background-color: #2e7131; color: white; padding: 2px 10px;">Positive impacts overall, whether long or short term.</span>	<span style="background-color: #ffd700; color: black; padding: 2px 10px;">Mix of positive and negative impacts. Trade-offs to consider.</span>	<span style="background-color: #dc3545; color: white; padding: 2px 10px;">Mostly negative, with at least one positive aspect. Trade-offs to consider.</span>	<span style="background-color: #dc3545; color: white; padding: 2px 10px;">Negative impacts overall.</span>

## Carbon Assessment

Overall Score	<span style="background-color: #d3d3d3; width: 100px; height: 10px; display: inline-block;"></span>				
<b>Buildings</b>	Result Justification/Mitigation				
New Build residential	N/A				
Residential building(s) renovation/maintenance	N/A				
New Build Commercial/Industrial	N/A				
<b>Transport</b>					
Active travel and public transport	N/A				
Roads, Parking and Vehicle Access	N/A				
Access to amenities	N/A				
Vehicle procurement	TBC				
<b>Land Use</b>					
Land use	N/A				
No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.	

## Risk Management

There are no specific risks associated with the overarching strategy and its framework. Risks however may be identified in the development of the detailed delivery plan next year.

## **Legal Considerations**

N/A

## **Financial Consequences – Revenue**

N/A

## **Financial Consequences – Capital**

N/A

**Number of attachments to the report: 1**

## **Comments/recommendations from Overview & Scrutiny Committee**

Feedback was provided from an informal meeting of the Economy, Business Growth & Skills Overview & Scrutiny Committee on the need to consider how Foreign Direct Investment can be accessed across the city region, and the need to ensure that decarbonisation is embedded in the Strategy.

## **Background Papers**

Greater Manchester 2017 to 2020 Internationalisation Strategy. Available here:  
[https://www.greatermanchester-ca.gov.uk/media/3548/international\\_strategy.pdf](https://www.greatermanchester-ca.gov.uk/media/3548/international_strategy.pdf)

## **Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

## **Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

N/A

## **GM Transport Committee**

N/A

## **Overview and Scrutiny Committee**

N/A

## **1. Introduction**

- 1.1. Greater Manchester is a place that has a global profile and long history of international engagement, contributing to the economic success of the city region. Internationalisation has a transformational impact on Greater Manchester's productivity and prosperity, unlocking growth and innovation opportunities for our businesses and institutions, helping to create and sustain good quality jobs for the residents of Greater Manchester in the way set out by the Greater Manchester Local Enterprise Partnership's Economic Vision.
- 1.2. In 2017, the Greater Manchester Local Enterprise Partnership and GMCA agreed a three-year internationalisation strategy. A three-year refresh of this strategy was due in 2020, however the challenges of the pandemic meant this process was delayed and Greater Manchester's attention shifted to measuring the impact CV-19 was having on its international priorities.
- 1.3. In response to the challenges that emerged, a one-year roll over International Strategy was agreed, published in-line with the Living with COVID Resilience plan in October 2020. This strategy aimed to help mitigate some of the international challenges caused by the pandemic and continued uncertainty surrounding Brexit. The strategy also reframed Greater Manchester's new international ambitions and priorities around a new Greater Manchester context and new UK foreign policy.
- 1.4. This one-year roll over strategy expired at the end of 2021. Preparations for refreshing the International Strategy began in June 2021. This included completing a full evidence base review and consultations with business groups, local authorities, universities and others. This intelligence has informed the new three-year International Strategy.
- 1.5. The purpose of the refreshed International Strategy is four-fold:
  - Address the most immediate international challenges facing Greater Manchester following the pandemic and ensuring it continues to respond to any emerging challenges following the UK's formal departure from the EU.
  - Outline Greater Manchester's international ambitions, priorities and markets under a single framework and collective narrative, highlighting the interconnectedness of internationalisation, coordinating across key organisations on strategic activity and ensuring delivery is greater than the sum of its part.

- Highlight Greater Manchester's areas of global competitiveness, identifying clear areas where Greater Manchester can play a transformational role in supporting the UK government to deliver on Global Britain.
  - Emphasise the transformational benefits of internationalisation for Greater Manchester, highlighting the ways in which it can deliver on the Greater Manchester Strategy vision of a greener, fairer and more prosperous Greater Manchester, bringing benefits to all of our residents.
- 1.6. Through the development process with partners, it was agreed the International Strategy should continue to focus on the 8 priorities agreed in last year's refresh. There are five Core Priorities – International Trade, Foreign Direct and Capital Investment, Research and Innovation, The Visitor Economy and International Students; and three Enablers – City-region Diplomacy, Perception and Reputation, and Connectivity.
- 1.7. As part of the strategy refresh and engagement process, a set of ambition statements and directional targets have been set against each priority. Each priority also outlines strategic objectives that will help Greater Manchester to achieve its ambitions and targets. A list of performance measures and sources have been identified to help monitor performance against them.
- 1.8. An initial Delivery Plan has been produced alongside the International Strategy. It captures initial activity already underway which delivers on the strategy's priorities as well as outlines the key organisations or initiatives that deliver on each of the strategic objectives.
- 1.9. A finalised plan will be produced in April 2022 following further stakeholder engagement and a review of any gaps and risks that may prevent successful delivery. It will aim to capture key strategic activity and projects as well as any new initiatives or structures which must be established to deliver on the strategy over its three-year period.
- 1.10. The Delivery Plan introduces key performance indicators for monitoring performance against each of the priorities, this will be reported annually to the Internationalisation Marketing and Advisory Board (IMAB).

- 1.11. The strategy will be available in full online following its formal launch along with a separate executive summary with key priorities and messages for stakeholders and the wider public. In early 2022 a website will be developed providing a go to page for each of the priorities and a link to a dashboard which will report on key statistics and performance in relation to the 5 core priorities.
- 1.12. The new Strategy has been approved by the Internationalisation Marketing Board (IMAB), the GM LEP and the Growth Board. It is shared with this paper for approval.

## 2. Strategy Summary

2.1. The core structure of the strategy is summarised in the diagram below.

<b>VISION</b>
To be a leading city-region in the UK and globally and an international influencer in green and digital. Supporting Greater Manchester to become a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer and more prosperous city-region
<b>SHARED AMBITIONS</b>
<ol style="list-style-type: none"><li>1. Raise the profile of Greater Manchester as a welcoming, vibrant and diverse city-region with a strong cultural, sport and place offer, continuing the work to make our city-region a great place to visit, invest and study.</li><li>2. Work with partners nationally and internationally to leverage the benefits of internationalisation and deliver on our economic vision by increasing trade, attracting foreign direct investment and fostering cross-border international partnerships to support the creation of better jobs and good employment to build a more prosperous, fairer and globally competitive city-region.</li><li>3. Position Greater Manchester at the heart of the UK's global competitiveness and forefront of innovation with world-leading strengths in Digital/Cyber, Health Innovation, Advanced Materials and Manufacturing, and Clean Growth Technology, driving investment in these sectors and improving our ability to turn research into solutions that are shared with the world.</li><li>4. Work with partners across the world to achieve our carbon neutrality by 2038, helping to accelerate the UK's and global transition to net zero by sharing our expertise, learning from others, and working with the world's most innovative companies.</li></ol>

## CORE PRIORITIES

<b>Trade</b>	<b>Investment (FDI and FCI)</b>
Improve the export propensity of our business base across the city-region, growing both goods and services exports and diversifying our trade markets	Increase the number of high-value jobs in Greater Manchester through the attraction of the world's most innovative, green and ambitious companies across our 10 LAs, helping to deliver our Economic Vision.
<b>Students</b>	<b>Visitor Economy</b>
Deliver an inclusive, welcoming and world-class international student experience, increasing the number of international students studying at our universities and diversifying our international student base.	Deliver on our ambition of becoming a world class visitor hub for business and leisure tourism, sustainably increasing the volume and value of business and leisure tourists as well as continuing to attract key conferences and events to the city-region.
<b>Research and Innovation</b>	
Promote Greater Manchester as an international leader in innovation with world leading strengths in digital, health innovation, advanced materials, and manufacturing as well as low carbon technology. Continue to attract investment, talent and drive collaboration in these frontier sectors.	

## ENABLERS

<b>Connectivity</b>	<b>Perception and Reputation</b>	<b>City-region Diplomacy</b>
Support connectivity to key priority markets and the recovery of <b>Manchester Airport</b> as a key asset, in line with our decarbonisation aims.  We will work with partners to ensure that our businesses and residents are well equipped to take advantage of the opportunities that are arising from international <b>digital connectivity</b> .	Build new and further develop relationships with other city-regions around the world to facilitate engagement on important global agendas such as inclusivity and climate change as well as support the delivery of our core priorities.	Build new and further develop relationships with other city-regions around the world to facilitate engagement on important global agendas such as inclusivity and climate change as well as support the delivery of our core priorities.

## **DELIVERED BY**

Working with our delivery partners and wider stakeholder ecosystem at home and overseas to deliver on our economic priorities and raise our profile internationally, including with GM local authorities, the Growth Company including MIDAS, Marketing Manchester and the Growth Hub, Greater Manchester Chamber of Commerce, The Department for International Trade, The Foreign Commonwealth and Development Office, The British Council, Manchester Airport, our Universities, the British Council, Foreign Diplomatic Missions, and many others.

## **MEASURING SUCCESS**

Performance will be monitored against the ambitions and targets laid out in the International Strategy,

**Annex A. International Strategy Copy**

**Annex B. Executive Summary**

**Annex C. International Strategy Initial Delivery Plan and Performance Framework**

## **Greater Manchester - Three Year International Strategy**

### **0. Introduction**

In recent times Greater Manchester has seen unprecedented growth, development and opportunity for our people and places: a place of pioneers, innovation, beautiful scenery and home to many thriving and diverse communities. As we move forward from the pandemic, Greater Manchester is determined to become **greener, fairer, more prosperous, driven by opportunities in all localities.**

Despite an increasingly complex national and international landscape, internationalisation and our growing reputation as a global city-region have been key catalysts in the city region's success to date and this refreshed International Strategy is an essential ingredient in Greater Manchester's plans for recovery and renewal going forward.

As with many countries around the world, our recovery from the pandemic will be tough. Our people, businesses and places have been disproportionately impacted, and the effects and impacts of that will be persistent and far reaching. However, we will capitalise on the international opportunities available to us, drawing on our considerable assets across the city-region, and actively seek to develop new opportunities for the benefit of all our people and places. Our new relationship with the EU and changes in national foreign and trade policy also present us with new opportunities and challenges.

The Manchester brand is recognised globally thanks to our world-famous football clubs, our iconic music scene and international institutions such as the Manchester International Festival. Our ability to operate at a Greater Manchester scale helps facilitate and give additional weight to our engagement with other global cities and regions.

This strategy builds on the priority areas from our International Strategy published in 2017 and our previous One Year International Strategy published in 2020 setting out our ambition and a framework for action through two areas of grouped priorities:

- 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.

The Strategy sets ambitious targets for each of the priorities, together with strategic objectives outlining how we will achieve them. These strategic objectives will be supported by an International Strategy Delivery plan as well as our individual delivery agencies' respective strategies and business plans.

Because we know we perform better when we work together, this International Strategy provides a blueprint to corral and energise our partnerships, galvanise relationships, working across agencies and sectors, and provides a platform for the further development and establishment of new relationships, opportunities and ways of working. We will use it to further our relationship with central Government, investors and other city-regions around the world, providing a platform for our future and how we would like to work in partnership to achieve our shared vision.

Our refreshed International Strategy supports the delivery of the overarching Greater Manchester Strategy, the Local Industrial Strategy and is in line with the Economic Vision developed by our Local Enterprise Partnership

The Greater Manchester Strategy sets out the overarching ambition for the city region. It provides a clear direction of travel for our city-region over the next decade, focused on those areas where all parts of the conurbation need to work together to achieve our shared vision of ***Good Lives for All: that Greater Manchester is a great place to grow up, get on and grow old; a great place to invest, do business, visit and study.***

The Greater Manchester Strategy puts responding to the **interconnected challenges of climate change and inequality** – the most pressing issues for the city region - at its heart. These interconnected and overarching agendas frame our city-region priorities; lenses through which all of our activity will be developed, tested and progressed. But whilst the challenges our city-region faces are real and significant, Greater Manchester also has many internationally significant opportunities and so tackling these challenges will be supported by: a) the ambition to become more **prosperous**, capitalising on our significant world leading strengths to drive economic development with equality of access for all; and b) driving opportunities in all of our **places** across Greater Manchester.

## 1. Ambition

Our international vision for Greater Manchester is to be a leading city-region in the UK and globally and an international influencer in green and digital. This will support us to become a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer and more prosperous city-region.

Through the lens of climate and equalities, supporting prosperity, driven by our places, our international ambitions in delivering our vision of good lives for all are to:

- Raise the profile of Greater Manchester as a welcoming, vibrant and diverse city-region with a strong cultural, sport and place offer, continuing the work to make our city-region a great place to visit, invest and study.
- Work with partners nationally and internationally to leverage the benefits of internationalisation and deliver on our economic vision by increasing trade, attracting foreign direct investment, and fostering cross-border international partnerships to support the creation of better jobs and good employment to build a more prosperous, fairer and globally competitive city-region.
- Position Greater Manchester at the heart of the UK's global competitiveness and forefront of innovation with world-leading strengths in Digital/Cyber, Health Innovation, Advanced Materials and Manufacturing, and Low Carbon Technology, driving investment in these sectors, improving our ability to turn research in to solutions that are tested in Greater Manchester and then shared with the world and enable us to become a greener and fairer place.

- Work with partners across the world to achieve our target of carbon neutrality by 2038, helping to accelerate the UK's and global transition to net zero by sharing our expertise, learning from others, and working with the world's most innovative companies.

We will measure our performance by monitoring:

- The volume and value of investment that reflects the Greater Manchester Economic Vision, for example creating high-value jobs but also securing investment in low carbon, R&D and HQs with impact across our 10 districts.
- The international reputation of our universities, recognised for their globally leading research strengths.
- The export propensity of our business base across the city-region, growing the value of goods and services exports, increasing our average export value and diversifying our trade markets.
- Our success as a key international gateway to the UK, measured by our ability to secure further direct connectivity.
- The value and volume of international visitors, conferences, and events to the city-region, ensuring our tourism industry grows sustainably and the sector is supported.
- The number of international students in Greater Manchester, ensuring we continue to expand the diversity of our international student base.
- Our performance on the Resonance World Best Cities Index, ensuring we obtain a Top 100 spot by 2025, demonstrating our global perception as a leading city-region.

## **2. An Evolving Context**

Since the publication of our three-year International Strategy in 2017 and our one-year International Strategy in 2020, the local, national and international landscape has changed dramatically.

The pandemic and the subsequent economic shock have accelerated and intensified the pace of change. As competition is increasing as new global cities emerge, Greater Manchester must continue to be ambitious to remain relevant on an international stage.

In a national and regional context, our departure from the EU, the UK's new foreign policy ambitions and the growing recognition of the important role of Mayors internationally are all shifting our approach to how we engage internationally. This new context which brings with it new challenges and opportunities continues to evolve and change the foundations and principles of Greater Manchester's international engagement.

### **Decarbonisation and Sustainability**

Decarbonisation, sustainability, and net zero are a top priority for governments and organisations. Greater Manchester's strengths in these areas and the investment in the infrastructure, systems and skills present significant international opportunities which we will seize going forward.

### **The Pandemic**

In March 2020 as the challenges of the pandemic emerged, much of Greater Manchester's international activity was paused. An impact assessment was completed showing the adverse effects the pandemic and subsequent travel restrictions were having on our international ambitions. These included a fall in exports, investments, visitor numbers and passengers to our airport.

Uncertainty around international travel is anticipated to continue as new variants emerge and countries respond to their local situation with restrictions and measures to stop the spread of the virus. Visit Britain has forecasted that cross-border travel will not recover to pre-covid levels until 2023 at the earliest, and more likely 2024. National Tourism Recovery Plan also echoes this timeline.

As businesses adapt to these new uncertainties, certain trends, challenges and opportunities are emerging which will redefine how many operate.

- **Realignment of Global Trade** – There is a notable shift in businesses onshoring and looking to diversify supply chains to improve resilience. This has been further influenced due to trade wars, economic nationalisation and pressures to grow employment locally. These shifts create significant opportunities for Greater Manchester, particularly for our companies looking to export to new markets, and for attracting businesses to the region.
- **Acceleration in the adoption of digital technologies** – The pandemic has placed a greater reliance on remote and hybrid working. Whilst this has its benefits for engaging internationally, creating greater flexibility in what activity is done where, it has resulted in reduced levels of international travel impacting much of our travel sector. From an FDI perspective, as companies develop return to work strategies including new models of smarter and more cost-efficient working, it may impact the type of physical office space required by businesses.
- **Increased international competition** – Other places around the world are investing heavily in international promotion and marketing to help rebuild following the pandemic. We must continue to invest in our place marketing and international support offer if we are to remain competitive.

## Brexit

The UK's departure from the EU has created new challenges and opportunities. We are aware that changes in regulation have had a negative impact on our trade flows. We will continue to monitor the situation and support our businesses to address these and highlight any new opportunities emerging.

From an FDI perspective, the ongoing uncertainty between the referendum in 2016 and General Election in December 2019, had a considerable impact on FDI with the inward investment cycle doubling as investors took longer to make decisions on new projects and capital investment projects were put on hold. We will continue to support our foreign owned account management businesses, ensuring they maintain a presence in the region and are able to potentially grow their presence in the region whilst remaining competitive. Where there are challenges, there are opportunities and Greater Manchester continues to monitor the reshoring and UK HQ opportunities Brexit presents.

The change in immigration rules have caused disruption to worker mobility between the EU and Greater Manchester creating labour market challenges. This has had an impact on sectors including hospitality, arts & entertainment and our logistics sector, impacting our international ambitions. We will continue to support these affected sectors and continue to report on the difficulties faced. High-value sectors such as digital, health innovation and Financial, Professional and Business Services are also affected by international mobility issues as global talent adjusts to the new UK immigration system. Whilst this has created certain challenges for EU mobility it has also opened up opportunities to attract talent outside of Europe.

Following the UK's departure from the EU, we no longer have access to the European Investment Bank loans or EU programmes such as Interreg, URBACT, Erasmus or the Urban Innovation Action. Many of our local authorities, education institutions and businesses have

benefitted from these schemes to support both local and cross-border projects. The UK plans to introduce national schemes to replace elements of these programs, however a gap is expected at least for a period of time. Greater Manchester will continue to leverage our international partnership and networks to ensure that our local authorities and stakeholders still gain from collaboration internationally.

### **UK Foreign Policy – Free Trade Agreements and UK Export Strategy**

Since leaving the European Union, the UK has been negotiating Free Trade Agreements (FTAs) with countries around the world aiming to reduce or eliminate tariffs and quotas for goods exported overseas. So far, the UK has signed agreements with over 70 countries.

The UK has formally applied to join the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) as well as looking to develop a FTA with India, presenting significant opportunities for the city-region.

In November 2021, the UK government published a new UK Export Strategy and a new campaign – “made in the UK, sold to the world” - setting out how the government will support businesses of all sizes to make the most of the opportunities presented by these markets around the world.

We have aligned our global markets and international ambitions to those of the UK Government. In June 2021, Greater Manchester was the first city-region to jointly host an online event in partnership with DIT and the Japanese Embassy in London raising awareness of what the new UK-Japan FTA means for Greater Manchester and its growing links with Japan. 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 pursue our international shared objectives and work in partnerships where there is mutual benefit.

### **UK Foreign Policy – Global Britain**

In March 2021, the UK Government published the Integrated Review of Security, Defence, Development and Foreign Policy - this defines **Global Britain**, the government's vision for the UK's role in the world over the next decade, and outlines how the UK will take action to 2025. The review focuses on the UK as a force for good with attention shifting away from the EU to markets such as the US, the Commonwealth and other high-growth emerging markets.

Greater Manchester will continue to support its businesses to pursue opportunities in high growth emerging markets and we will continue to work closely with our diaspora communities to increase our international engagement in countries including Pakistan and Bangladesh, giving back to the communities that helped make Greater Manchester the place it is today.

### **Levelling Up and the role of Mayoral Combined Authorities**

Over the years Greater Manchester has received many requests from international places wanting to share best practice, work closely and do business with partners locally. These requests have continued to grow exponentially following the appointment of the first elected metro Mayor in 2017, highlighting the important role that Mayoral Combined Authorities can play in helping to deliver both local and national international ambitions.

City-regions like Greater Manchester can play an active role in supporting national government priorities such as trade, investment, research and innovation and people-to-people connection. We know what our strengths are, how the city-region operates and know that by working in partnership with government we can help deliver Global Britain.

Going forward, we will strategically leverage the international connections we have built over the years to deliver practical benefits. 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, helping to close the gap between London and the UK's other city-regions.

### **3. Value of Internationalisation to Greater Manchester**

We recognise that internationalisation has a transformational impact on our productivity and prosperity, unlocking growth opportunities for our businesses and institutions, helping to create and sustain good quality jobs for our residents.

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.

Although the true value of internationalisation is difficult to quantify due to its many intangible benefits, there is overwhelming evidence of the catalytic impacts international trade, investment research and innovation, international visitors and students have for Greater Manchester, all playing a crucial role in raising our profile overseas as well as supporting our foundational economy and job creation locally. Our international partnerships also provide valuable insights which help us shape policies locally.

#### ***INFOGRAPHIC TO BE DESIGNED WITH BELOW***

<b>EXPORTS</b> 	<ul style="list-style-type: none"> <li>In 2019 Greater Manchester total exports for Goods and Services totalled £14.9bn. This equates to 18% of our total GDP.</li> <li>Over 10,000 companies in Greater Manchester export, helping to sustain over 100,000 jobs locally</li> <li>It is estimated that jobs supported by exports pay 7% higher than the UK's median wage<sup>1</sup></li> <li>Businesses that trade internationally are more resilient, competitive and employ more people than those that do not.</li> </ul>
<b>FOREIGN DIRECT INVESTMENT</b> 	<ul style="list-style-type: none"> <li>Foreign owned companies are worth £37bn to Greater Manchester and employ around 172,000 people</li> <li>Over the last three years foreign direct investment (FDI) has contributed over £524m<sup>2</sup> to the local economy creating over 7400 jobs</li> <li>Foreign-owned firms in Greater Manchester are more productive, invest more readily in technology and skills and are more likely to export<sup>3</sup>.</li> </ul>
<b>TOURISM</b>	<ul style="list-style-type: none"> <li>Manchester is the third most visited city for international tourists to the UK</li> </ul>

	<ul style="list-style-type: none"> <li>• In 2019 tourism contributed £9bn to the Greater Manchester Economy, sustaining 101,000 jobs and supporting our foundational economy</li> <li>• International visitors spend up to ten times more than domestic visitors</li> </ul>
<b>CONFERENCES AND EVENTS</b> 	<ul style="list-style-type: none"> <li>• In 2019 Business conferences contributed £862m to Greater Manchester's Economy</li> <li>• The attraction of large international conferences and events helps to raise the profile of Greater Manchester's sector strengths as well as promoting our sporting and cultural excellence</li> </ul>
<b>INTERNATIONAL STUDENTS</b> 	<ul style="list-style-type: none"> <li>• Greater Manchester has one of the largest international student populations in the UK</li> <li>• In the 2019/2020 there was 21,000 International Students in Greater Manchester, equating to 20% of our entire HE student population, up from 19% from the previous year</li> <li>• It is estimated that International Students are worth over £1bn to Greater Manchester's economy</li> </ul>

Whilst it is important to acknowledge the positive economic and social benefits of internationalisation, we cannot ignore the potential negative implications our International Strategy may have on the environment and our ability to achieve carbon neutrality by 2038.

Air travel, tourism as well as sea and land freight are all major contributors to global emissions despite being critical elements of our internationalisation ambitions. However increased interaction with the rest of the world will enhance our ability and capacity to manage the interconnected challenges of climate change and inequality. Cross border innovation and business partnership will improve access to new knowledge and technology, helping us to address our local environmental challenges which are too difficult to solve alone. By working with other places, we can share and learn new ways of working, continually striving for improvement and development.

Many of Greater Manchester's businesses and research institutions are recognised as world leading in their technology and capabilities for addressing the climate challenge. Moving forward we will work with our partners locally to carefully consider the difficult trade-offs between prosperity and climate change, ensuring we develop an informed and long-term approach to minimising the environmental impact of our International Strategy.

### 3.1 A Strong Foundation

### **3.1.1 A Diverse Population**

Greater Manchester has a long and proud history of welcoming and supporting people from different communities to make Greater Manchester their home. Over 30% of Greater Manchester's population comes from diverse communities and today more than 200 languages are spoken across the conurbation making us one of the most linguistically cosmopolitan city-regions in Western Europe<sup>4</sup>.

We work with these communities and groups to showcase their diversity in many different ways, including a wide range of events and annual festivals. Some of these annual events include Chinese New Year, the Manchester Irish Festival and St Patrick's Parade, the Diwali celebrations (the largest in the North of England), the International Women's Day Programme, the Manchester Refugee Cultural Festival, the Mega Mela, the Caribbean Carnival and many others.

### **3.1.2 A Strong Sector Base**

Greater Manchester's economy is one of the most economically diverse in the UK with more than 124,000 businesses. Our biggest employers operate in Financial and Professional Services, Wholesale and Retail and Health and Social Care. Other significant sectors include Construction, Digital and Creative, Hospitality, Tourism, Sport, Manufacturing, Low Carbon Goods and Services and Logistics<sup>5</sup>.

Business start-up rates in Greater Manchester have improved sharply since 2008 and ours 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 small and medium enterprises (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 and recognising our most valuable asset: our people. 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.

The recent pandemic provided significant challenges; however, we used the opportunity to reappraise our economic priorities, putting a clear focus on people and planet first. Driven by the Greater Manchester Strategy Vision [LINK HERE] and [Greater Manchester's Economic Vision](#) we are now set to lead the local and UK economic recovery with a shared vision for our future that has innovation, digital, green growth and addressing inequalities at its core.

Greater Manchester has assets, research excellence, talent, and innovation potential within the frontier sectors of:

- **Clean Growth:** UK's first city-region Clean Growth Mission, providing significant opportunity for the development of new green industries
- **Health Innovation:** largest life sciences cluster outside South East England with high potential opportunities in diagnostics and healthy ageing

- **Advanced Materials and Manufacturing:** home of graphene and complimentary advanced manufacturing base
- **Digital, Creative and Media:** significant clusters in cyber security, ecommerce, fintech, broadcasting, culture, content creation and media

A focus on our frontier sectors has the potential to address some of society's biggest challenges including achieving net zero carbon emissions and addressing the challenges of an ageing population. We are working in new ways to understand the skills and talent needs of business in these sectors, gathering intelligence to help us shape a skills offer that will help businesses thrive, adapt and grow. We want to also utilise these sector strengths to create a prosperous Greater Manchester, powering our economy and positioning the city-region at the heart of the UK's global competitiveness.

We are committed to driving the productivity of these sectors through international engagement, promoting our strengths, attracting investment, driving international research collaboration, and increasing our export propensity across our priority sectors

#### **4.1.3 Unique Assets**

As well as our sectoral strengths, Greater Manchester benefits from key assets that contribute to our unique position within the regional, national and wider global economy.

As a conurbation, our place is unique – an interconnected city-region with ten diverse boroughs home to distinct neighbourhoods, towns and cities and the regional centre, each with its own characteristics and its own community and cultures. We have some of the most desirable places to live, work and visit in the UK.

Our **growth locations** each provide a platform to lever the unique opportunities and assets within those locations to respond to the variety of needs and challenges present in different parts of the conurbation.

- **Central Growth Cluster** including the Regional Centre, Oxford Road Corridor, Manchester Piccadilly, Salford Innovation Triangle comprising Media City and The Quays, Salford Crescent & Salford Foundation Trust, Victoria North. The universities are also working in partnership on the Energy Innovation agency which brings together research, commercial entities and the region as a test bed for new technologies.
- **North East Growth Corridor** including Gateway North, Advanced Materials City, Advanced Manufacturing 'mega' cluster, Advanced Machinery & Productivity Institute supported by town centres in Bury, Oldham & Rochdale
- **Airport and Southern Growth Corridor** including Airport City, HS2, Stockport Town Centre MDC, Medipark, Wythenshawe
- **Eastern Growth Cluster** including Ashton Moss, St Petersfield and town centres in Tameside
- **Western Gateway** including tri modal freight hub at Port Salford, Trafford Park, Carrington
- **Wigan & Bolton Growth Corridor** including radial infrastructure across Wigan Bolton and Bolton Health Innovation Campus.

Whilst the approach within each growth location is distinct, collectively they will drive a levelling up approach across the city-region that is responsive to the inequalities which persist in Greater Manchester, with zero carbon ambitions integral to their design and delivery.

Alongside and integral to our growth locations sits a confident network of interconnected town centres, important locations for shops, services and local employment, and increasingly important as places to live. Greater Manchester has **8 principal town centres**, almost 100 smaller towns and further significant local and suburban centres.

Thanks to our position in the heart of the country, Greater Manchester sits at the centre of the **Northern Powerhouse**. **Manchester Airport** is the UK's third busiest airport and the main international gateway to northern England, supporting the wider visitor, cultural and sporting economy, and creating one of the North's largest logistics clusters.

We are currently building the Bee Network – an integrated ‘London-style’ transport system that will integrate buses, trams, cycling and walking and other shared mobility services by 2025 at the latest, with commuter rail incorporated by 2030, to transform how people travel in Greater Manchester, and enhance our connections across the wider North.

Greater Manchester’s four **Universities and knowledge economy** constitute a globally significant concentration of science, research and innovation assets.

- **Clean Growth** – Greater Manchester’s universities are leading globally significant research in nuclear, hydrogen and sustainable materials, with fast growing strengths in smart energy systems and sustainable construction methods. Globally significant assets include the Dalton Nuclear Institute, The Tyndall Centre for Climate Change Research, The Manchester Fuel Cell Innovation Centre, and Salford Energy House
- **Health Innovation** – Greater Manchester has one of the highest concentrations of allied health research in the UK. Corridor Manchester is the strongest single location with its concentration of universities, NHS and private sector assets. Globally significant assets include the Manchester Cancer Research Centre, the Manchester Institute for Biotechnology, The Stoller Biomarker Discovery Centre and Manchester Science Park.
- **Advanced Materials and Manufacturing** – The University of Manchester leads the world in graphene citations and is among world leaders in carbon capture and storage. Globally significant assets include the National Graphene Institute, Graphene Engineering and Innovation Centre and the International centre for Advanced Materials.
- **Digital, Creative & Media** - Greater Manchester has the fastest growing UK and global market share in e-commerce, cyber and broadcast media, anchored around large operations of Government Communication Headquarters, the BBC and E-commerce giants. Globally significant assets include MediaCityUK, the Greater Manchester Cyber Innovation Centre, the AI Foundry and The Manchester School of Digital Arts at Manchester Metropolitan University School of Arts.

#### **4.1.4 Cultural and Sporting Assets**

In 2021 Manchester was named 3<sup>rd</sup> best city in the world by TimeOut, achieving such a respectable positioning due to our creative spirit and the resilience of our communities coming together during the pandemic.

A vibrant cultural and night time offer is vital for any global city and Greater Manchester boasts an internationally renowned cultural, musical and sporting identity. Manchester is recognised as a [UNESCO City of Literature](#) and the wider region is home to national assets that include theatres such as the Lowry, The Royal Exchange and Bury Met; galleries such as Manchester Art Gallery and the Turnpike; nationally and internationally significant heritage assets such as the Rochdale Pioneer's Museum and the People's History Museum, and the conurbation's world-renowned music scene; new, original works at the Manchester International Festival and Factory as well as Orchestra's such as the Halle and Manchester Camerata, Europe's joint largest club night, the Warehouse Project, the largest metropolitan festival in the country, Parklife and continued production of some of the most exciting music in the country, including Aitch and Blossoms.

Greater Manchester is recognised internationally as a place of sporting excellence, our world-famous football and rugby clubs including Manchester City and Manchester United, Sale Sharks and Wigan Warriors, as well as our internationally competitive sporting facilities for cycling, cricket and swimming make our sporting appeal second to none. These uniquely Greater Manchester assets enable us to use the language of culture, sport and music to drive collaboration and partnerships overseas.

### **3.2 A Network of Strong Relationships**

Over the years Greater Manchester has developed a network of strong partnerships across the world with partner city-regions and countries including China, India, Japan, the US, and places across Europe. We value the importance of people-to-people connections and work hard to maintain these strong relationships, ensuring the benefits of our network are shared and utilised by stakeholders across Greater Manchester.

We are proud to be home to one of the largest diplomatic communities in the UK outside of London and Edinburgh, hosting 15 consulates in total, with consulates such Ireland, Turkey, Spain and Italy opening in the last 18 months A full list of foreign diplomatic missions can be found in [Appendix B](#).

The Manchester Consular Association brings together many of Greater Manchester's diplomatic missions, providing a mechanism for them to share knowledge, information and learning as well as connecting them to one another's extensive networks. It is the oldest association of its kind in the UK dating back to the early 19<sup>th</sup> century when many nations chose to establish a diplomatic presence in Manchester to be closer to the heart of the industrial revolution and the extensive trade links this bought with it.

We value our diplomatic community and we will continue our strong relationship with them, supporting as required and working together on areas of common interest.

### **4. Our Way of Working**

Innovative forms of cooperation between Greater Manchester's private, public and voluntary sector mean we continue to be an example of effective leadership with a unique history of integrated partnerships and a co-ordinated approach to delivery. 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** demonstrates our determination to becoming greener, fairer, more prosperous, driven by opportunities in all localities across the conurbation. To achieve this the strategy sets out shared outcomes (the Greater Manchester that we want to

see) and commitments (the things we are going to do) to be attained over the period of the strategy, and which are underpinned by collective ways of working. It is only through the realisation of our collective efforts that our shared vision will be attained.

The International Strategy thus plays a central role in delivering many of the commitments listed in the Greater Manchester Strategy in particular in relation to:

- Driving investment into our growth locations and using that to create opportunities in adjacent town and local centres.
- Realising the opportunities from our world-class growth and innovation assets, driven by our Places for Everyone Plan, Local Growth Plans and Industrial Strategy to open up opportunities in all parts of the city-region.
- Supporting our businesses to grow sustainably, to become as prosperous as they can be.
- Supporting the creation of better jobs and good employment that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities.
- Creating a carbon neutral Greater Manchester by 2038, with better air quality and natural environment.

But we also recognise the important contribution activity related to internationalisation plays in relation to other commitments including for example through ensuring businesses are able to access the skills and talent they need, facilitated through our Mayoral Missions Programme or through our City Youth Dialogues and Exchanges which help support our young people to succeed by giving them a good balance of academic and life ready skills.

Delivering the ambitions we set out in this Strategy will depend on how we work together, as much as what we work on. This will only be achieved via the development and adoption of practices which will enable a consistent approach across sectors, systems, institutions and communities to come together to create good lives for all. These include principles and practices in relation to:

- Leadership
- Equality
- Effective Communication
- Robust quantitative and qualitative evidence-based approaches
- Innovation
- Understanding the impacts of our decisions
- Environment
- Involving stakeholders
- Progressive procurement and social value
- Workforce
- Always working with the future in mind

Greater Manchester has put in place a range of initiatives and tools which will enable these ways of working some of the most important enablers include:

- The Greater Manchester Model of Unified Services
- The Greater Manchester Good Employment Charter
- VCSE Sector Accord
- Greater Manchester's Digital Blueprint

Further information relating to Greater Manchester's joint approach to Ways of Working can be found here [insert link to GMS]

Across Greater Manchester our stakeholders and delivery agencies are collectively delivering international plans and activities, all playing a part in the delivery of Greater Manchester's International Strategy and our wider strategy portfolio including our Local Industrial Strategy, Economic Vision, the GM Digital Blueprint and Five-Year Environment Plan and Transport 2040. All these strategies state the desire for top-level international recognition and recognise the importance of international collaboration.

As part of the delivery of the Five-Year Environment Plan, Greater Manchester is taking a Mission based approach which brings together over 200 organisations to work collaboratively to deliver the actions needed to reach carbon neutrality by 2038.

It is not the intention of the International Strategy to reproduce their activity in detail, instead to highlight our key international priorities, shared international messages and frame how all elements of internationalisation come together. By working in this way, we ensure we come together on the most important and fruitful priorities, working towards our shared vision of becoming a top global city-region.

Although not directly responsible for delivering the International Strategy or its priorities in their entirety, key stakeholders including the local authorities, the GMCA, the [GM Local Enterprise Partnership](#) and a strong group of delivery organisations all work in partnership between themselves and with national government to play a unique role in helping us to achieve our ambitions.

- **Greater Manchester's 10 Districts** – The 10 distinctive districts that make up Greater Manchester have their own assets, international links, and priorities, all of which make Greater Manchester the globally significant city-region it is today, with each playing a part in delivering our International Strategy.
- **The Growth Company** – Greater Manchester's economic development arm, helping to drive prosperity in the city-region through a wide range of business support services. This organisation acts as the umbrella organisation to many of our international delivery services, including:
  - **Department for International Trade Northwest** – Part of the national trade promotion agency, DIT NW's team of International Trade Advisors assist our businesses with their international trade plans, assisting and encouraging export growth.
  - **Marketing Manchester** – Established in 1996, Greater Manchester's destination marketing organisation and official tourism board and Convention Bureau are tasked with promoting the region nationally and internationally as the best place to visit, invest, meet and study.
  - **MIDAS** – Established in 1997, Greater Manchester's Inward Investment Agency is responsible for attracting Foreign Direct Investment, Foreign Capital Investment and supporting businesses to successfully relocate or expand in the city-region.
- Our commitment to engaging with high-growth markets is supported by the [Manchester India Partnership \(MIP\)](#) and the [Manchester China Forum \(MCF\)](#), two special purpose vehicles driving forward our agendas with two of the world's largest economies.

- **[Greater Manchester Chamber of Commerce](#)** – With over 4500 members, GMCC is the UK's largest Chamber of Commerce. The International team deliver export advice, documentation services and a range of support services to exporters and importers.

We also work closely with Manchester Airport, The University of Manchester, Manchester Metropolitan University, The University of Salford, The University of Bolton, The Royal Northern College of Music and UA92 as well as with other stakeholders across the city-region and national government to deliver on our shared international ambitions.

## 5. Strategic Framework

Over the years we have become acutely aware of the inter-connectivity of all our international activity and we know its effective delivery cannot be done in silos.

The International Strategy's Strategic Framework aims to illustrate the close synergy and inter-connectivity between different priorities, grouping them 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 and business	Research and Innovation Capabilities	International Students
<b>Enablers</b> 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.				
Global Perception and Reputation	Connectivity (Physical and Digital)		City-Region Diplomacy	

Each core priority sets out a series of ambitious targets which have been agreed with our delivery agencies and stakeholders, outlining where Greater Manchester aspires to be by 2025.

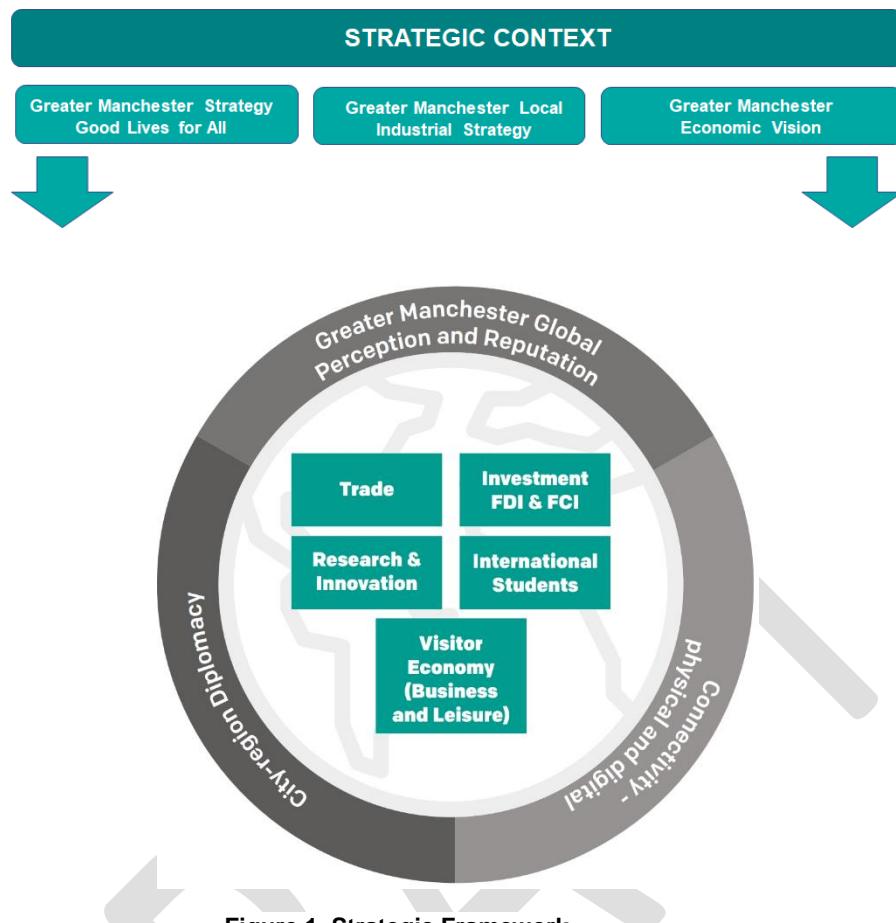
We will measure our performance against these targets on an annual basis. As a city-region that is committed to open and accessible reporting we will also report on progress via the International Strategy Dashboard which will be developed following the strategy's launch.

Strategic objectives have been agreed across each priority, setting out how Greater Manchester will work across the city-region to achieve these ambitious targets. These overarching strategic objectives are supported by an International Strategy Delivery plan as well as our individual delivery agencies respective strategies and annual business plans.

The Greater Manchester Strategy takes a sustainable systemwide approach to ensuring Greater Manchester becomes greener, fairer and more prosperous. Whilst not directly duplicated, progress measurement is aligned to the Sustainable Development Goals, ensuring the city-region is able to track and monitor progress against international benchmarks. Greater Manchester's International Strategy supports the delivery of these goals, ensuring we are

playing our global role in delivering the UN's shared agendas of equality, sustainability, and cohesion.

DRAFT



**Figure 1. Strategic Framework**

## 6. Core Priorities

### 6.1 Trade

International Trade will play a critical role in our economic recovery. Our Independent Prosperity Review (Appendix D) highlights that those businesses who export are more likely to have higher productivity than those that do not. Growth in export performance is central to improving productivity and ensuring the benefits of internationalisation are felt across the city-region.

To benefit from the transformational benefits of International Trade, we must support our business base to improve its exporting propensity, working closely with DIT and other local stakeholders such as The Growth Company, Greater Manchester Chamber of Commerce, business organisations, academic institutions, and others.

The Greater Manchester Export Plan, developed in partnership with DIT, sits at the heart of our Trade priority. It places a renewed focus on the benefits of exports, outlines how Greater Manchester can capitalise on the UK's new Free Trade Agreements and other high-growth priority markets, setting out key actions for ensuring better coordination of trade support services and activity across Greater Manchester, guaranteeing our goods and service businesses are given the best chance to grow and succeed overseas.

## Greater Manchester Trade Performance

In 2019, Greater Manchester's exports totalled over £14.9bn. This equates to approximately 18% of our total GDP. Despite a consistent export performance over the years, our export performance as a % of our total GDP is 12% lower than the UK's average of 30% indicating poor export productivity.

In 2019, £6.6bn worth of Goods were exported by Greater Manchester businesses including Machinery and Transport Equipment, Chemicals and Related Products, Manufactured Goods and Food and Live Animals.

In the same year, £8.8bn worth of services were exported with Financial and Insurance Services being the largest sector, twice as large as Transportation and Storage, with Real Estate, Professional, Scientific and Technical Activities sector being the third largest sector.

TOP EXPORT SECTORS - GOODS (2019)			TOP EXPORT MARKETS - GOODS (2019)	
Sector	Value of Exports	% of Exports	Country	Value of Exports (£)
Machinery and Transport Equipment	£1.8bn	27%	Germany	805m
Miscellaneous manufactured articles	£1.5bn	24%	Irish Republic	680m
Chemicals and related products	£1.3bn	20%	USA	641m
Manufactured Goods	£0.9bn	14%	France	466m
Food and Live Animals	£0.5bn	7%	Netherlands	308m

Table 1. Greater Manchester Export Summary (Goods) –

Table 2. Top 5 Export Goods Markets in 2019

TOP EXPORT SECTORS – SERVICES (2019)			TOP EXPORT MARKETS – SERVICES (2019)	
Sector	Value of Exports	% of Exports	Country	Value of Exports (£)
Financial and insurance activities	£3.1bn	35%	USA	1,937m
Transportation and storage	£1.3bn	15%	Italy	584m

Real estate, professional, scientific and technical activities	£1bn	12%	Netherlands	528m
Accommodation and food service activities	£0.4bn	5%	Germany	476m
Information and communication	£0.4bn	5%	France	369m

**Table 3. Greater Manchester Export Summary 2019 (Services)**

**Table 4. Top 5 Export Service Markets in 2019**

An in-depth analysis of Greater Manchester’s exports shows that over the last three years, Greater Manchester has maintained strong trading relationships with its “traditional” markets (Germany, Ireland and the USA) while also seeing substantial growth in markets such as China, Japan, Canada, Australia, South Korea, New Zealand and UAE. Some new markets to monitor that are registering fast growth across the Northwest and Greater Manchester in the past three years include Gulf Cooperation Council (GCC), Turkey, sub-Saharan Africa, Latin America and Caribbean (LATAC) and Asia & Oceania.

### **New Challenges and Opportunities in an Evolving Context**

We know that Exporters, like many businesses, are now reviewing their business models to improve supply chain resilience and to ensure they can better respond to the new challenges they face including logistics, supply of labour, upskilling and a widely accepted urgency to transition to net zero.

It is imperative that our businesses recover and adapt to a new way of operating and trading, centred around digitalisation and decarbonisation as well as identifying any new opportunities overseas made possible by the UK’s new Free Trade Agreements (FTAs). We will do our best to assist our business base through our support services, reporting back to government on any challenges they face.

### **Looking Forward**

We are confident in our economic foundation, sector strengths and business support ecosystem, we know that with the right investment and support from government, Greater Manchester can champion an export-led recovery, helping to boost productivity, create better jobs and improve the quality of life for all our residents.

The Greater Manchester Export Plan will be key to corralling efforts across our export delivery partners to achieve export growth, building on our existing support offer to assist both new and existing exporters on their international trade journey.

Greater Manchester will also continue to work in partnership with other Combined Authorities across the UK on international activity, sharing resource and expertise as well as promoting our shared international offer in other global markets.

As the UK continues to sign a network of FTAs around the world, Greater Manchester will continue to play a role in fostering relationships between these places and our businesses must continue to make the most of any new opportunities that emerge.

## **Where do we want to be by 2025?**

Our long-term ambition is to grow our goods and service exports at least in-line with the UK's average from our baseline of 2019.

Whilst the outlook for global trade appears positive, we must remain pragmatic and set targets which help drive the right business support services and enable us to monitor our exports effectively.

Over the next three years Greater Manchester aims to:

- Increase as a minimum the value of both its goods and services exports to the same rate as the UK as a whole.
- Increase the average value per export of our existing exporter base
- Increase the number of exporters across the city-region
- Diversify our exporting markets by increasing exports to markets outside of our top 10

We will measure our performance by monitoring the export value of our goods and services across Greater Manchester, our export destinations as well as the average value of each export and total number of exporters.

## **How will we get there?**

### Strategic Objectives

- Work with national government on the development and delivery of their new national export strategy and regional export strategy, coordinating efforts to identify sector and market opportunities for the city-region in tandem with the Northern Powerhouse.
- Continue to support our exporters to understand the opportunities and challenges emerging from Brexit and COVID, ensuring where possible that we maintain export market value share within our top markets such as those in the EU and United States.
- Continue to monitor the development of UK Free Trade Agreements and consider what they mean for our business base and our export market diversification. We will continue to work with DIT to promote them and encourage our businesses to explore a wider variety of international markets.
- Coordinate efforts across Greater Manchester stakeholders to improve our international trade intelligence to enable more effective target setting in the future, improve our monitoring mechanisms as well as design and implement more targeted support.
- Continue working to create a fully integrated business export offer through strong joint working with DIT, the Growth Company, 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 ensuring exporters have the tools and resources to expand into new markets.
- Work in partnership with the FCDO and DIT to 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 and political leadership to support exporters to access new opportunities overseas.

- Work in partnership with DIT and the UK Embassy network overseas to deliver Mayoral missions to Ireland and Europe, Bangladesh, Pakistan, Japan, India and the US over the next three years, ensuring that Trade sits as a central priority and our businesses are presented with new opportunities

## 6.2 Investment

### Foreign Direct Investment

Foreign owned companies are worth a total of £37billion to Greater Manchester's economy, employing approximately 172,000 people. Over the last three-year's inward investment from foreign companies has resulted in the creation of 7,484 jobs, adding over £524m to the city-region's economy.

To achieve our ambitions of becoming a more prosperous, greener and fairer place, it is essential we continue to attract the most innovative and ambitious investors from around the world that share our ideals and ambitions, helping to create good job opportunities for our residents.

Increasing our share of FDI will also play a key role in supporting our economic recovery as well as bringing in new ideas, technology, and expertise to solve the challenges we face and accelerating the opportunities we want to develop.

### Greater Manchester's FDI Performance

The pandemic heavily impacted the flow of FDI globally. United Nations Conference on Trade and Development (UNCTAD) reported a 42% drop off for 2020/2021. Greater Manchester recorded a 30% drop off in FDI projects in 2020/2021.

Greater Manchester continues to rise-up the value chain with the average project value in GVA terms rising year on year. Manchester was ranked 10<sup>th</sup> and 12<sup>th</sup> globally for FDI attraction by IBM in 2018 and 2019 respectively. In 2020, Manchester was the third best performing city in the UK for attracting FDI.

Creative, Digital and Tech and Financial and Professional Services have historically been the strongest sectors for job creation, with Logistics, Manufacturing and Life Sciences following. In recent years we have seen a rapid increase in cross-cutting technology projects across many of our industry verticals.

### Greater Manchester's top FDI Markets 2017-2021

Country	Projects	New Jobs	Safeguarded Jobs
USA	72	4,423	1,154
Germany	29	1,727	919
India	21	969	55
Australia	12	201	1
Spain	10	329	92
Sweden	9	381	295
Netherlands	9	349	0
Ireland	9	236	0
China	8	199	0
Canada	7	243	5

## **Looking Forward**

Nationally, Greater Manchester is a key strategic region for the UK thanks to our significant assets, bold economic vision and growing innovative business community. A stronger and more productive Greater Manchester with an increased value of FDI is critical for the delivery of Global Britain and the UK government's levelling up agenda. Greater Manchester's transition to being a carbon neutral city region by 2038 presents a multi £m opportunity to pull in investment. Retrofitting all domestic properties across the region will cost circa £9bn and Energy Generation, storage and wider infrastructure development has an immediate need of cr£1bn.

The bold ambitions and plans laid out in our Greater Manchester Strategy demonstrate our commitment to becoming a greener and fairer city-region. Global companies and investors with shared ideals and values can work with us to deliver this vision and in turn demonstrate their commitment to shared global goals. We plan to achieve our ambition by prioritising investments in R&D; Innovation; Low Carbon and head quarter operations, targeting socially conscious employers, committed to making a positive impact in the communities they invest in.

Looking forward, MIDAS, our Inward Investment Agency will have a renewed emphasis on attracting higher-value, greener and innovative projects that impact across all 10 local authorities.

Global innovation-led investment is a key driver of economic growth which we know will improve our productivity levels. This investment will also help us to accelerate our innovation journey, driving our digitalisation and decarbonisation priorities, helping us to deliver our wider economic vision.

In terms of our priority markets for FDI, Greater Manchester will continue to focus its efforts on attracting investment from our established markets as well as increasing activity in newly identified growth markets.

FDI/FCI Developed Markets	<b>North America:</b> USA; Canada <b>Europe:</b> Germany, France, Ireland, Netherlands, Spain, Italy <b>Asia Pacific:</b> China, Japan; India <b>Middle East:</b> UAE
FDI/FCI Growth Markets	<b>Europe:</b> Denmark; Switzerland; Sweden; Finland <b>Asia Pacific:</b> South Korea, Australia, Singapore <b>Middle East:</b> Israel

To increase our share of UK FDI we need the support of our partners – locally, nationally, and internationally. We will work closely with DIT, the Office for Investment as well as key intermediaries across the private and public sectors, which will help to amplify our global reach, as well as generate new opportunities.

## **Where we want to be by 2025?**

Our ambition is to remain a top 10 European location for FDI measured by our performance in the EY European Investment Monitor Attractiveness Survey.

By 2025 we want to increase the proportion of high-value jobs in Greater Manchester to improve our productivity and support our inclusive growth outcomes.

We will monitor our performance by measuring the number of additional jobs created and the number of projects which classify as R&D, Low Carbon or HQ.

We will benchmark our overall performance of UK FDI attraction by increasing Greater Manchester's average annual % market share of total UK FDI against our 2020 baseline of 3.6% over the strategy period .

## How will we get there?

### Strategic Objectives

- Target FDI in GM's frontier sectors, focused on attracting greener, transformational projects which support our inclusive agenda, targeting markets and working with places which we have identified as global growth centres of innovation.
- Work across Greater Manchester to re-instil confidence in the investor community, re-building Greater Manchester's reputation as a top destination to live, work and invest with investment opportunities for businesses across a range of sectors including Digital, Creative & Media, Advanced Materials and Manufacturing, Clean Growth and Health Innovation.
- Continue to monitor short term trends and implications for FDI emerging from COVID-19 and the UK's departure from the EU, identifying any challenges and future opportunities, and ensuring the city-region's FDI strategy is steered accordingly.
- Coordinate efforts across our business support organisations to maintain and grow our existing investor base, offering support where possible to add complexity to existing operations, further embedding companies in Greater Manchester's ecosystem.
- Work with national government on the development and delivery of the new national investment strategy, supporting the levelling up agenda and ensuring a fairer distribution of foreign investment across UK regions.
- Support Greater Manchester's 2038 carbon neutrality target, by working closely with our foreign-owned companies to support them on their transition to Net Zero, ensuring we mitigate divestment threats and secure high-value green reinvestment.
- Translate the city-region's strategic vision into 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 and strong local focus on developing the skills and talent needed in these sectors/sub-sectors.
- Continue to emphasise the strategic importance of UK government working in partnership with Greater Manchester on transformational strategic projects such as Gateway North, giving the GMCA and our IPA a voice at the national table, and
- Continue to lobby national government, DIT and the Office for Investment to develop greater incentivisation and co-investment subsidy models for English regions, ensuring the UK continues to remain successful in attracting FDI and delivering on Global Britain

## 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 into 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 into property totalled over £4bn, primarily originating from the USA, UAE, Hong Kong and Mainland China.

Greater Manchester has a strong and well-integrated internal network, working closely together on key strategic issues. This provides us with an ability to link up opportunities strategically beyond any initial scope of interest. The development of Innovation Greater Manchester and other large scale strategic projects will create a pipeline of investable propositions for capital and corporate investment, attracting large scale and strategic investments from sovereign wealth funds and institutional investors.

Recent national deals such as the UAE's commitment to invest £10bn into the UK over the next five years presents significant opportunities for Greater Manchester. We will continue to work across our 10 districts to develop a pipeline of strategic investable opportunities.

### **7.3 Research and Innovation**

Innovation has always been at the heart of Greater Manchester, with the city-region boasting an impressive history of "world firsts". Our Independent Prosperity Review identified the region's strong, integrated innovation system with strengths in areas such as Health Innovation, Life Sciences, Digital, Cyber, CleanTech and Advanced Materials.

Our universities also have globally significant strengths in areas such as Biotechnology, Cancer, Energy, and Global Inequalities, all playing their part in addressing some of the biggest challenges facing our planet.

Greater Manchester is a leading city-region in the delivery of international research innovation partnerships, particularly in Europe with our universities, public and private sector organisations being active participants in the EU R&D&I programme, Horizon 2020. The latest EU figures suggests that Greater Manchester institutions have been involved in more than 480 cross-border research and innovation partnerships in the last seven years, with an investment value of over €260 million (£220 million). This funding has been vital for supporting key flagship projects across the city-region. The UK is in the process of finalising its association with Horizon Europe, the new €95 billion research and innovation programme for 2021-27, which will give UK institutions full access to the majority of the new programme with the same terms and conditions as a Member State. We will continue monitoring the success of our institutions including local authorities in securing funding from the new programme.

### **Innovation Assets**

Our globally significant innovation ecosystem is underpinned by our distinctive strengths and science and research assets and is backed by innovation districts. Our size and scale enable organisations and start-ups to drive the commercialisation of pioneering products and services for global exporting, and our positive approach to collaborating with the private sector means companies can coalesce to tap into wider networks and support services.

We are proud to be home to two high impact, globally significant innovation zones including the [Manchester Oxford Road Corridor](#), home to two universities and Manchester Foundation Trust; and [Salford Innovation Triangle](#), a rapidly developing urban innovation zone with three

district innovation districts— MediaCityUK, Salford Royal Foundation Trust and the University of Salford.

Further developments are now underway including [ID Manchester](#), part of the Oxford Road Corridor, the [Salford Crescent](#) re-development as part of Salford Innovation Triangle, [Rochdale-Bury Gateway North](#) and the [Stockport Mayoral Development Cooperation](#), all of which will further position Greater Manchester as a globally leading innovation region.

The [Rochdale-Bury Gateway North Manufacturing Innovation Park](#) is the largest strategic site in Greater Manchester and a core component of growth plans for the city-region in the next 20 years. This site will host the North West's newest and largest Manufacturing Innovation Park with a cluster of new research and interconnected training facilities focusing on advanced materials and manufacturing, and modern construction methods, linked to the strengths of the universities in the city region. A key strategic asset for delivering on our net-zero ambitions and encouraging the commercialisation of R&D.

#### **POP OUT TEXT BOX – Advanced Materials**

Greater Manchester is the home of graphene and other revolutionary 2D and advanced materials. Our emphasis on commercialisation and a lab-to-market pipeline is critical for ensuring the city-region reaps productivity benefits from its innovation capabilities. Our emphasis on commercialisation and a lab-to-market pipeline is supported by the recent successful development of concrete an initiative led by Nationwide Engineering, signalling the vast practical applications of our innovative materials.

With state-of-the-art facilities including the National Graphene Institute, the Graphene Engineering Innovation Centre, and the Henry Royce Institute for Advanced Materials Research and Innovation, Greater Manchester is well-placed to capitalise on its £8bn manufacturing sector as we enter the fourth industrial revolution.

#### **POP OUT TEXT BOX - Greater Manchester Civic University Agreement**

In October 2021, our 5 higher education institutions signed a [Civic University Agreement](#) alongside the Leaders of Greater Manchester's 10 districts to drive social and economic change in the city-region focused on six priority areas, drawing on what people in Greater Manchester told us they valued about their universities. Priorities include education and skills; reducing inequalities; jobs and growth; the digital economy; net zero; the creative and cultural economy.

### **POP OUT TEXT BOX – Cyber**

Manchester is now home to the UK's government security agency, GCHQ, placing the city at the heart of the nation's IT security effort. The national agency established a strategic hub in Manchester bringing with it hundreds of jobs and a supply chain of innovative cyber companies that will now form part of a wider North West cluster alongside the National Cyber Force in Samlesbury.

Already recognised as a centre of cyber security excellence, Greater Manchester is not a city to rest on its laurels – it aims to establish itself as a world-leading cyber super hub and has the infrastructure, leadership and mandate to make it happen. Key initiatives include the Greater Manchester Cyber Innovation Centre which facilitates the growth of cyber security businesses and hosts a collaborative space for tackling cyber threats as well as the [GM Cyber Foundry](#) which encourages engagement between a range of businesses on cyber innovation research.

Our approach to industry skills and labour market intelligence has also led to the development of a GM Cyber Advisory Group, working with employers to take forward targeted initiatives around skills, jobs and career planning in the sector, to make sure businesses can get the

### **POP OUT TEXT BOX - The Energy Innovation Agency**

The Energy Innovation Agency is a collaboration between Greater Manchester Combined Authority (GMCA), The Growth Company, Hitachi Europe, Bruntwood, SSE Enterprise, The University of Manchester, Manchester Metropolitan University and the University of Salford. It has been created to bridge the “innovation gap” that is a key barrier for Greater Manchester reaching its aim of having a zero-carbon footprint by 2038. Key areas of focus for the Agency are:

- Decarbonisation of the energy system
- Scaling the best clean energy initiatives across the region and beyond
- Rapid deployment of energy efficiency and clean energy technologies
- Encouraging investment in the city region

### **Looking Forward**

Despite our strengths, strong track record and growing innovation ecosystems, we know there is a gap in our research and innovation productivity.

We must better leverage our science and innovation assets to become more productive and globally competitive. Capitalising on this will improve our ability to commercialise innovative ideas, increase exports and drive the attraction of FDI and international talent to the city-region, supporting growth across our 10 districts.

Innovation Greater Manchester is part of our ambitious plan to help deliver this. A blueprint to create a new place-based partnership to build on our existing R&D assets and local delivery capacity to drive innovation led-growth across all the city-region's diverse towns and cities.

It has never been more important to connect with the world. A more innovative Greater Manchester means a more internationally competitive business base. Internationalisation is a key priority for our universities and many of our businesses, and we know that to deliver on our ambitions locally we must look outwards. Looking forward we must:

- Promote our frontier sectors internationally and drive investment into our innovation assets and clusters.
- Continue to attract international talent and retain the world's best researchers and international entrepreneurial talent.
- Improve our ability to commercialise opportunities derived from our research strengths, supporting our businesses to export new ideas, forging globally leading supply chains which will improve our trade productivity and technology processes.
- Support our scientific community wherever possible to drive cross-border R&D cooperation, frontier research and challenge-driven innovation.
- Leverage our international networks and relationships to deliver on our innovation priorities, learning from working with and connecting to globally leading innovation ecosystems and clusters.

### **Where do we want to be by 202?**

Our long-term ambition is for Greater Manchester to be recognised as an international leader in research and innovation, with strengths in Digital/Cyber, Health Innovation, Advanced Materials and Manufacturing and Clean Growth, a place where the economic benefits of innovation are felt across the conurbation and our ideas are turned in to solutions that are shared with the world, helping to address some of societies greatest shared challenges.

We will measure our performance by monitoring our universities' positions on the QS ranking, ensuring our Universities strive to at least maintain their current ranking (including remaining within the top 30 for the University of Manchester as well as increasing the number of R&D intensive FDI projects landing across the city-region and the number of cross border international R&D projects undertaken by our academic institutions reported by UKRI and Horizon Europe).

### **How will we get there?**

#### Strategic Objectives

- Work with government to use Greater Manchester's assets to put the UK at the forefront of global innovation, supporting Global Britain by leveraging our key sectors such as health innovation, digital, clean technologies, and advanced manufacturing/materials.
- Drive investment into the Innovation Greater Manchester platform in order to crowd in private sector investment and accelerate the development of new assets and ventures of global significance that will pioneer solutions to net zero and health inequalities.
- Work in partnership with government to continue attracting large transformational projects in our key sectors which will help transform industries and their supply chains, catalysing the development of world-leading advanced materials, life sciences and low carbon technology clusters
- Through Innovation Greater Manchester forge new relationships overseas with global innovation leaders including cities such as Boston, Austin, Shenzhen and Tel Aviv, as identified in Innovation Greater Manchester. We will also work with national government and independently to build on our relationships with countries such as the US, China, Canada, Ireland, South Korea and Japan, given their innovation capabilities, commercialisation and trade opportunities for our business base.
- Develop city-to-city relationships and cluster partnerships with leading innovation clusters that promote collaboration between institutions, innovation hubs and businesses and connect international scale up programmes to support cross border R&D.
- Given Greater Manchester's active participation in Horizon Europe and the significant benefits that the EU programmes have brought into Greater Manchester, continue lobbying for full participation in Horizon Europe and highlight any funding gaps left by the UK's decision to opt out of future EU programmes, particularly our ability to fund international innovation pilots within our local authorities from programmes such as Interreg or the Urban Innovative Action.

#### **7.4—Visitor Economy (Business and Leisure)**

In 2019, tourism contributed £9bn to Greater Manchester's economy, sustaining over 101,000 jobs. Conferences alone contributed spend of £862m, indicating the significant economic contribution both business and leisure tourism make for the city-region's economy and the sectors important role in supporting our foundational economy.

International inbound visits have grown consistently since 2009 with visits increasing 55% between 2014 and 2019, 39% 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.

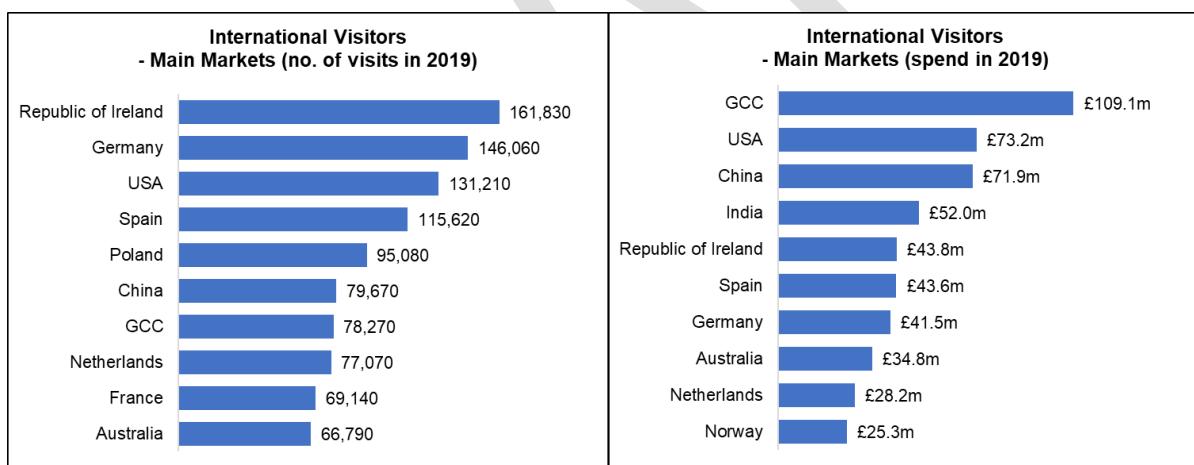
We are proud of our progress over the last few years and recognise the significant benefits of a thriving tourism sector, however, as we look to rebuild and recover we must also acknowledge the potential environmental impacts of tourism and ensure we work more closely with both Manchester Airport and the leisure sector across Greater Manchester to grow tourism sustainably, recognising the difficult trade-offs that must be made.

### **Greater Manchester's Visitor Economy Trends**

While Europe and the USA top the list of Greater Manchester's international visitors in terms of volume, the last decade has seen more rapid growth from the rest of the world and Gulf Cooperation Council (GCC), with China and India now joining the USA and the Republic of Ireland in respect of sitting in the top five markets for international visitor spend.

Over the years, the city-region has seen growth in visitor value and volume, although the share of international visits to the UK is dominated by London, which receives 53% of all visitors to the UK. Greater Manchester as the gateway to the North has an important role to play in levelling-up the economy by increasing tourism share outside of London.

The below table outlines Greater Manchester's Top 10 Visitor Markets for total visitors and visitor spend in 2019.



**Table 2. Greater Manchester's Top 10 International Markets – Visitor Numbers (left) and Spend (right)**

#### **Visitor Numbers**

	<b>Country</b>	<b>% GM Growth 2014-2019</b>	<b>% UK Growth 2014- 2019</b>
<b>1</b>	USA	55%	51%
<b>2</b>	Spain	32%	2%
<b>3</b>	China	158%	148%
<b>4</b>	GCC	70%	79%
<b>5</b>	India	218%	66%

**Table 7. 2014-2019 Growth of Greater Manchester's Priority Markets versus UK Growth (Visitor Numbers)**

#### **Total Market Spend**

<b>Country</b>	<b>% GM Growth 2014-2019</b>	<b>% UK Growth 2014-2019</b>
<b>1</b> India	539%	64%
<b>2</b> GCC	157%	59%
<b>3</b> USA	42%	42%
<b>4</b> Spain	17%	-21%
<b>5</b> China	-38%	64%

**Table 8. 2014-2019 Growth of Greater Manchester's Priority Markets versus comparative UK growth (Visitor spends)**

*\*Caveat: The International Passenger Survey is intended to provide robust data at the national level with regional-level data providing an indication on trends. Sub-regional level data is using small sample sizes and therefore VisitBritain flag caution at using single year data at the sub-regional level. There is an ongoing review into the methodology and samples for the International Passenger Survey and this is subject to change going forward, depending on the outcome of the ONS Review that is due to report early 2022.*

### New Challenges and Opportunities

The pandemic has been a significantly challenging time for Greater Manchester's Visitor Economy, at its peak it wiped around 70% of the value created by the sector from Greater Manchester's economy. VisitBritain forecast this will not return until 2024.

It is widely recognised that recovery of the visitor economy will take longer for city-region destinations due to the increased role international markets play. Route connectivity remains much reduced in 2021 on pre-pandemic levels following restrictions placed on international travel by UK and overseas governments; this is also affecting consumer confidence to book in advance and drive future demand and growth

Despite the challenges the sector is resilient and remains optimistic. The recovery is also providing the sector with an opportunity to set themselves on a greener and more sustainable path, providing good jobs as well as protecting our culture and natural assets.

In recent years over £200 million has been invested in Greater Manchester's cultural institutions, with great success despite the pandemic, at attractions such as RHS Garden Bridgewater which opened in May 2021. There will also be further hugely significant investment in the coming years with major attractions currently in development including Therme Manchester, The Factory, Co-Op Live, and Modern Surf Wave Centre, whilst the hotel sector also continues to thrive with around 7800 new hotel bedrooms in the pipeline across Greater Manchester over the next five years.

### Looking Forward

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 can 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.

In the longer term, and 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 so the city-region continues to be a top global destination for business and leisure tourism. Collaboration and coordination across our hospitality, culture, music leisure and sports offer are key to achieving this.

Recognising the importance of the Tourism Sector to the city-region and to support growth in the sector, in early 2022, Marketing Manchester on behalf of Greater Manchester and the tourism industry, plan to publish a five-year Greater Manchester Tourism strategy. This strategy will set out a framework for the future growth ambitions of the sector, outlining our key priorities and specific asks of government.

### **Where do we want to be by 2025?**

The ambition continues for Greater Manchester to be a world class visitor hub for business and leisure tourism, working to ensure that the economic impact and benefits of tourism are felt across the whole of Greater Manchester.

Compared to the baseline of the last 3 years (2018 to 2021), over the next three years Greater Manchester aims to:

- Increase both the value of international leisure and business tourism (International Passenger Survey - IPS)
- Increase the volume of international leisure and business tourism arrivals through Manchester Airport (IPS)
- Increase Greater Manchester's overall share of UK international visitors (IPS)
- Increase the economic impact of international conferences to the city region
- Increase awareness and reach of Greater Manchester's tourism, hospitality and leisure sector (THL) offer in priority markets

We will measure our performance by monitoring the:

- Volume and value of international visitors to the city-region (via IPS)
- Percentage of UK International visitor market share (via IPS)
- Economic impact of business conferences and sporting events

### **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 Greater Manchester Tourism Industry Economic Recovery Group and with the private sector, Local Authorities, as well as other promotional partners including other destination marketing organisations and VisitBritain to re-instil confidence in consumers to travel locally, nationally and internationally.
- Continue to lobby government about the important role Destination Marketing Organisations like Marketing Manchester play in supporting and delivering the national Tourism Recovery Plan, and increase their influence in national decision-making.
- Work with the 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 and 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 for tourism and place promotion focused on greater devolution and anchored around a new 5-year tourism strategy.
- Work with the Department for Digital, Culture, Media and Sport (DCMS) to establish a network of Destination Marketing Organisations that improves the UK's competitiveness and productivity in the visitor economy sector and for Global Britain.

## 7.5 International Students

Greater Manchester has the largest higher education (HE) international student population outside of London with over 21,000 international students from more than 160 different countries.

In the 2019/2020 academic year, 20% of Greater Manchester's total HE student population came from outside of the UK (this was up from 19% from the previous year). Greater Manchester's HE international student population made up 4% of the UK's total international student population.

Rank	Market	%	Rank	Market	%
1	China	33.43	11	Greece	
2	India	5.43	12	Cyprus	
3	Malaysia	3.92	13	France	
4	Kuwait	3.52	14	United States	
5	Saudi Arabia	3.21	15	Germany	
6	Romania		16	UAE	
7	Nigeria		17	Korea	
8	Hong Kong	Less than 3%	18	Ireland	
9	Spain		19	Pakistan	
10	Italy		20	Poland	Less than 2%

Table 3. Top 20 International Student Markets in Greater Manchester (2019-2020)<sup>6</sup>

International students are not only a source of tuition income, enabling our universities to improve their offer and research capabilities; they bring with them 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-regions 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)<sup>7</sup>. Based on this methodology Greater Manchester's Non-EU International students supported the generation of over £1bn to the city-region's economy annually.
- **Entrepreneurial talent and unique skill sets** – International students are a source of entrepreneurial talent and help to address skills shortages, key assets for the delivery of our priorities.
- **Life-long ambassadors** – International students can be 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 in the longer term.

## **International Student Recruitment**

Following the UK's departure from the European Union, Greater Manchester anticipates student recruitment from the EU becoming more challenging due to increased tuition fees and the UK no longer being part of the Erasmus programme. While students from countries such as Germany and France are likely to continue to come to Greater Manchester, Brexit is expected to impact on student recruitment from countries such as Romania where there is a heavy reliance on loans and funding. Brexit will also affect the UK's ability to participate in student exchange programmes such as Erasmus.

## **Greater Manchester Youth Mobility**

Following our departure from the EU, the UK has introduced the Turing Scheme to support UK higher education and college students to work or study abroad. Unlike Erasmus, the programme not only covers Europe but also other countries such as Canada, Japan and the US.

Student mobility provides young people with the opportunity to gain valuable skills and experience in an international environment. A 2017 CBI survey identified intercultural awareness as a weakness for graduate job seekers and Universities UK International (UUKi) research has found that students who go abroad are more employable than those that do not. We want our young people to be equipped with the tools they need to benefit and thrive in a globalised society. We will work with our universities and colleges to ensure our young people make the best of the opportunities that Turing and other schemes may offer to them.

## **Looking Forward**

Greater Manchester is committed to coordinating efforts to protect its international student pipeline, ensuring the city-region continues to be perceived as a vibrant, welcoming place and remains a top study location globally.

The pandemic 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, Singapore, Nigeria, Hong Kong, UAE and Pakistan.

Increased competition for international students means the region must come together to support Greater Manchester's universities in providing a strong place offer in addition to our institution's academic excellence. Opportunities include working more closely to tell our place and sector story well; the development of work experience and exchange programmes providing an opportunity for students to connect more closely with the city-region and becoming part of its growth and success.

### **Where do we want to be by 2025?**

We want to increase the number of international students studying at Greater Manchester's Universities ensuring we utilise the new graduate immigration scheme to diversify our international student base compared to the baseline of 2020.

We will measure our performance against this by monitoring our international student numbers and the percent of students coming from markets outside of our top 5.

### **How will we get there?**

#### Strategic Objectives:

- Coordinate efforts across Greater Manchester to promote the region as a welcoming and vibrant place to study.
- Stride ahead of our competitor cities to enhance Greater Manchester's student offer, ensuring we remain competitive globally as a great place to study, using our extensive international relations and networks to drive new and innovative activity and support student integration and assimilation.
- Explore what opportunities the new Graduate Immigration Route presents for supporting the diversification of Greater Manchester's international student population and for increasing the number of international students who chose to stay and work in Greater Manchester after graduation.
- 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 for the city-region.

## **7. Enabling Priorities**

### **7.1 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 indices. As a city-region with a long history of international appeal and success, we regularly outrank large

competitor regions to join capital cities in global indices and in September 2021 Time Out ranked Manchester as the 3<sup>rd</sup> best city in the world.

## **Looking Forward**

To further monitor Greater Manchester's standing in global indices, work began in October 2020 to establish an approach to assessing the merit and impact of these indices as a measure of success. It was agreed by the Internationalisation and Marketing Board (IMAB) in May 2021 that 16 indices that represent areas of strategic importance for Greater Manchester should be monitored over the next three years with a view to influencing Greater Manchester's ranking through provision of up-to-date data sets and information. These indices include:

- Resonance World Best Cities
- Mercer Quality of Living Survey
- EY European Investment Monitor
- FDI European Cities of the future
- Savills Tech Cities.

Greater Manchester's strategies such as the Economic Vision, Local Industrial Strategy, GM Digital Blueprint and Five-Year Environmental Plan, recognise that by excelling on our growth and inclusivity outcomes the city-region will increase its productivity and attract greater external investment.

The recent 2021 ANHOLT-IPSOS Nation Brands Index saw the UK slip from 2<sup>nd</sup> to 5<sup>th</sup> position. This reinforces the importance of demonstrating and communicating that Greater Manchester as a welcoming, inclusive, healthy and sustainable city-region.

## **Where do we want to be by 2025?**

Over the next three years, through the delivery of international marketing campaigns and investment in our branding, we believe that Greater Manchester will continue to remain a globally recognised and competitive city-region.

We will measure our progress against the Resonance World Best Cities index, ensuring that by 2025 Greater Manchester retains a Top 100 spot.

## **How will we get there?**

### **Strategic Objectives**

- In response to the emerging challenges of COVID-19, continue promoting Greater Manchester as a welcoming, diverse and vibrant 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 frontier sectors through our Green, Digital and Innovation campaigns.
- Strengthen Greater Manchester's global position and perception by implementing the [Business of Cities research](#) recommendations and Benchmarking work published in

October 2019, ensuring we continue to track our progress against our defined indices, driving resource and investment in to improving our international perception.

- Develop a new public and private model for promoting Greater Manchester and delivering international activity.

## 7.2 Connectivity

Greater Manchester has long recognised the importance of connectivity to the rest of the world. In the 19<sup>th</sup> century the pioneering Manchester Ship Canal made the city Britain's third busiest port, despite being 40 miles inland. Over a century later, Greater Manchester has invested heavily in the rapid growth and development of Manchester Airport as a gateway for the region and the North of England more widely. This high-quality connectivity has supported the creation of a thriving and prosperous economy in our city region over recent decades.

Connectivity is an important enabler for the delivery of Greater Manchester's international ambitions. Physical connectivity, particularly through Manchester Airport, has broader economic benefits that include 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 pandemic accelerated our adoption and further acceptance of digital technologies, enabling us to connect and trade overseas in new ways.

### **POP OUT TEXT BOX**

**Improved Freight Connectivity - Port Salford**, situated on the banks of the Manchester Ship Canal is proposed to be the UK's first tri-modal inland waterway port which will be served by ship, rail and road. It will be one of the 14 ports across the Northwest linked to Liverpool City-Region's Freeport, helping businesses to benefit from tax relief and a reduction in red tape. Port Salford and the Liverpool Freeport are critical infrastructure for helping Greater Manchester and the wider Northwest become a hub for global trade and investment.

### **Direct Air Connectivity – Manchester Airport**

As the UK's third largest airport, Manchester Airport is a critical infrastructure asset and key driver for internationalisation and economic prosperity in Greater Manchester and the wider North. In 2019, the airport served 29 million passengers, with routes to more than 200 destinations, as well as the freight terminal managing import and export cargo of a total value exceeding £6.8bn. Indeed, the international connectivity afforded through the airport, Airport City and development of the wider integrated transport system connecting the airport to all parts of Greater Manchester and the wider North, will be important in levelling up and rebalancing both the local and national economy, providing a counterweight to London and the South East.

Manchester Airport is the only airport across the whole of the North with a sufficient catchment, size and scale to sustain the most valuable long-haul connectivity. The airport has seen a steady increase in new routes over the last 10 years, including to the likes of Hong Kong, Beijing, Mumbai, Delhi, Addis Ababa, San Francisco, Los Angeles and Houston.

In July 2021, Manchester Airport opened the new Terminal Two extension – the centrepiece of the landmark Manchester Airport Transformation Programme, which is part of Manchester Airport Group's £1bn investment in the North's international gateway to the world. This offers a modern, carbon neutral airport experience for people across the North, increasing capacity and improving customer experience.

The measurable benefits from the inaugural direct route between Manchester and China is the latest proof that improving connectivity to Manchester Airport has a tangible positive impact on inward investment, exports and visitor numbers not just for Manchester, but across the North, building the economy, creating jobs and supporting the Government's levelling up agenda.

#### ***Case Study – Manchester to Beijing – “2-Years In” – Economic Impact Study<sup>8</sup>***

*In June 2016 the first ever direct flight service between the North of England and mainland China launched in partnership with Hainan Airlines. The two-year economic impact study jointly published by Manchester Airport and the Manchester China Forum captures the positive impact that 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 with export values from Manchester to China increasing by 41% and international Chinese student numbers growing 5% more quickly than the national average.*

### **Looking Forward**

The pandemic has had a devastating impact on the airport, with travel restrictions limiting passenger volumes to below five per cent of normal levels for long periods. Going forward it will be important to ensure that the airport recovers so that it remains internationally competitive and connected to as many international markets as possible to ensure the economic prosperity of the conurbation and wider North, and that this is delivered in a sustainable way.

Our carbon neutral 2038 target and our carbon budget includes operational emissions from the airport. In our science-based target analysis we assumed that, at a national level, emissions from aviation will not grow any further and that from 2030 emissions will steadily drop to zero, in line with aviation industry targets.

The airport's operations (i.e. emissions generated by the airport itself, including the operation of ground support vehicles but excluding emissions from aircraft) are already certified carbon neutral. However, aviation is one of the most challenging industries to decarbonise. Whilst some of the necessary technologies, such as improved airspace management and sustainable aviation fuels are near term, the introduction of hydrogen and electric aircraft is still some way off, with the first aircraft expected to enter service in the mid-2030s.

We want to make sure that our policy on aviation matches our ambition to be a world leader on climate action, in line with our carbon neutral 2038 target and our carbon budget. In driving this Greater Manchester partners will work with Government and other stakeholders to help to influence UK aviation policy, including development of an appropriate budget for UK aviation emissions, and ensure that this supports levelling-up.

By working to ensure aviation emissions are tackled at an international and national level, we will seek to avoid the distortions and redistribution of flights and emissions that could be the result of regional policies. We recognise that unilateral local action could distort the

market, driving passengers and airlines to other airports in the UK and overseas, and undermine the role that Manchester Airport plays in Greater Manchester and the wider north.

We will encourage Government to adopt the right mix of policies, including support for technological innovation, to deliver the rapid decarbonisation of the aviation sector. If necessary, we will encourage Government to adopt demand management policies to regulate carbon emissions. The principle of equity will be key to ensure fair access to transport and an equitable distribution of the remaining global carbon budget.

We will also continue to support Manchester Airport and the industry to bring forward low carbon technologies and robust offsetting approaches – but in so doing, we will adopt a precautionary principle, to ensure that we do not overly rely on carbon offsetting or future technologies that may not deliver the reductions required. In so doing we will:

- Continue to work with the airport to ensure travel to and from the airport is as low carbon as possible, including developing improved public transport alternatives to private car travel and promotion of EV uptake through EV chargers in car parks etc
- Educate people about the carbon emissions generated by air travel and encourage passengers to offset the emissions associated with their journeys (preferably using the GM Environment Fund)

Our vision for the Bee Network, integrating transport modes across the city region, will make public transport to and from Manchester Airport more comprehensive and more comprehensible for visitors than ever before. As part of our City Region Sustainable Transport Settlement, we will continue to develop new plans to improve connectivity to the airport and spread its economic benefits more widely across the city-region.

Our ability to connect with the world is central to improving our productivity, promoting our strengths, attracting investment and talent, driving international research collaboration and increasing our export propensity. Following the pandemic, maintaining and developing our international links will be vital to the city-region's prosperity but our connections with other places will also support us to address shared challenges including climate change and inequality.

### **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 the re-balancing and levelling up of the UK.
- Ensure that our policy on aviation matches our ambition to be a world leader on climate action, in line with our carbon neutral 2038 target and our carbon budget. In driving this forward Greater Manchester partners will:
  - work with Government and other stakeholders to help to influence UK aviation policy, including development of an appropriate budget for UK aviation emissions, and ensure that this supports levelling-up
  - support Manchester Airport and the industry to bring forward low carbon technologies and robust offsetting approaches – but in so doing, we will adopt a precautionary principle, to ensure that we do not overly rely on carbon offsetting or future technologies that may not deliver the reductions required
  - work to ensure that travel is as low carbon as possible

- educate people about the carbon emissions generated by air travel and encourage passengers to offset the emissions associated with their journeys (preferably using the GM Environment Fund).
- Ensure that Manchester Airport is well positioned against peer airports by developing a coordinated and clear proposition for Greater Manchester and the North including its surrounding business, leisure and student travel. This would mean the city-region's route proposition remains competitive and that the Airport is able to win back and secure routes with markets such as the US, China, India and Japan;
- Work with and lobby government to accelerate investment commitments to HS2 and Northern Powerhouse Rail (NPR), improving Greater Manchester's ground connectivity to the broader Northern Powerhouse region. Better connectivity will enable Manchester Airport to increase its public transport catchment and improves the viability of new services to priority markets, to make use of existing capacity, maximises the city-region's global competitiveness and ensures the benefits of the airport 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.

The experience of the pandemic has led to increased acceptance and acceleration of digital adoption in our daily lives, enabling us to connect and collaborate more easily with places around the world. In the current landscape, digital platforms are a key tool in connecting us to the rest of the world – starting and strengthening relationships which can develop over time into valuable trade and people-to-people connections. Our recognised strengths in Cyber give us a unique digital offer and put us in strong footing to capitalise on these opportunities.

## **Looking Forward**

Reliable digital connectivity is vital and given the seismic shift in working, Greater Manchester needs to have world-class digital infrastructure.

To achieve this the city-region will continue to drive investment into its digital infrastructure as outlined in the GM Digital Blueprint and recognise that post-COVID, digital connectivity, a competitive digital asset base, a workforce with the necessary digital skills as well as using digital tools in innovative new ways also play an enabling role in the delivery of our international priorities.

Digital connectivity has diminished geographical borders and enables us to collaborate more innovatively and effectively with international partners, connecting our businesses with new markets more easily, selling our assets and driving inward investment in creative new ways as well as using different digital mediums to share our international visitor offering.

Greater Manchester is committed to further exploring how we maximise our digital assets to tell our story to an international audience and deliver on all our international priority areas. By increasing our online international activity, we can amplify our voice and interests in policy making, accelerate the dissemination of information and connect with partners overseas more easily.

### **7.3 City-region Diplomacy**

Cities are emerging from the challenges of the pandemic as new diplomatic players. Where geopolitical tensions cause friction between nations, cities and mayors can help sustain international collaboration through continued cooperation and finding practical solutions to some of today's biggest global challenges.

City-region Diplomacy is a powerful enabler for Greater Manchester's International Strategy, facilitating our engagement on the global stage on agendas that are important to us, strengthening our links with other global cities and supporting the delivery of our core international ambitions.

#### **City-Region Diplomacy Framework**

Central to our city-region diplomacy priority is the development of strategic partnerships with other international players, cities and global networks that share similar aspirations, interests, and values.

Over the last 24 months we have focused on developing partnerships that best match our needs. These partnerships and collaborations have taken on many different forms, some informal and ad-hoc others more formal, bound by Memorandum of Understanding. Examples of collaboration include Greater Manchester's engagement with Night-time Economy Advisers across the world via virtual chats, sharing insights and respective responses to the challenges facing the sector, a strong network which still remains today. More formal types of collaboration include the development of strategic partnerships with the Ruhr in Germany and the State of Maharashtra in India, formalised by the signing of Memorandum of Understanding in 2021.

To better coordinate the delivery of our international engagement across all our core ambitions a new City-Region Diplomacy Framework has been developed covering four thematic topics:

- **Economic Development Partnerships:** Connecting our business support ecosystems, for example in areas of trade, investment, tourism and skills to international equivalents, helping to drive two-way opportunities.
- **Innovation Partnerships and Cluster Collaboration:** Leveraging international links to drive cross-border innovations and technological breakthroughs.
- **City-region Exchanges, Learning and Mentoring:** Working together towards a better world, working on challenges, sharing approaches economic policy and community engagement.
- **Global Policy Dialogue:** Raising a collective voice to influence global agendas.

At the core of the framework are the shared global challenges that are transforming Greater Manchester and other cities and regions all over the globe – climate change, the environment, inequalities, poverty, ageing, sustainable transport, clean and secure energy as well as public health.

This new approach to City-region diplomacy provides Greater Manchester and our local partners with a single Greater Manchester narrative that underpins the priorities of all our delivery organisations.

#### **POP OUT TEXT BOX – Greater Manchester's Strategic Partnership with the Ruhr Metropolis**

In summer 2021 Greater Manchester and the Ruhr entered into a strategic partnership agreement. Under this agreement we will work to deepen cooperation and share best practice in areas including climate change and sustainability, digitalisation, and cyber security; innovation and research; and regional devolution.

In addition to strengthening business and trade links, Greater Manchester and the Ruhr will also work to strengthen civic, cultural and educational connections, including youth exchanges.

#### **City-Region Diplomacy Framework**



#### **Existing Collaboration at GM Level**

<b>Germany – Ruhr Metropole (2021)</b>	
<b>India – Maharashtra (2021)</b>	
<b>Japan – Osaka (2021)</b>	
<b>Republic of Ireland (2021)</b>	
<b>France - Grand Lyon (2020)</b>	
<b>US – New York (2020)</b>	
<b>Spain – Barcelona (2019)</b>	
<b>South Korea – Ulsan (2019)</b>	
<b>Bangladesh – Sylhet (2019)</b>	

**China – Tianjin (2019) (Innovation partnerships and cluster collaboration)**

#### **Role of Diplomatic Missions**

Our relationship with the Consulates as well as with the Embassies in London are a crucial part of how we communicate and engage with our diaspora communities, as well as being important for developing partnerships with key players in our priority markets.

Equally as important is the UK's international network, including Embassies, Consulates General, the British Council and DIT Teams. Their extensive networks and knowledge are invaluable and they are great connectors to local partners and city officials. They actively support the delivery of Mayoral led missions and other cross-border collaborations. This is the case for a Greater Manchester City-Region Trade Pilot which is currently being developed with the Northern Powerhouse DIT Team.

### **Connecting Communities and People**

Internationalisation should also bring positive benefits to all of our communities. Working more closely with our largest diaspora communities will continue to be a big part of our city diplomacy efforts. Greater focus will also be given to empowering, educating, and equipping our residents so they can thrive in a global economy.

Over the years many of our local authorities have developed relationships with other local authorities and institutions around the world, particularly with Europe via funded programmes such as Interreg, Urbact or IURC. As access to these programmes is now limited for UK cities, we are committed to supporting our local authorities maintain and build new international partnerships to encourage collaboration. We will leverage our relationship with the British Diplomatic Missions Overseas and the wider global networks we participate in such as the European Metropolitan Authorities.

### **Solidarity Beyond our Borders**

Less developed countries face a different set of challenges which have been exacerbated by global inequalities and the economic downturns caused by the pandemic.

#### **POP OUT TEXT BOX – Greater Manchester and Sylhet**

Greater Manchester has a large Bangladeshi community and in recent years has been working with the Deputy Leader of Oldham Council to build on its relationship with Sylhet. In 2020 a Greater Manchester Bangladesh Partnership was formed and the group has been working in partnership with the Foreign Commonwealth and Development Office to provide Sylhet with mentoring strategic support to help them develop their first waste and resource management strategy for the city. An important step in helping them to achieve net zero by 2050.

Greater Manchester recognises the role we must play in helping to reduce global inequalities and building solidarity beyond our borders, particularly in countries where we have a strong and shared history.

City-region diplomacy also presents an opportunity for Greater Manchester to engage internationally on global debates, which are aligned to our policy ambitions. Greater Manchester is at the forefront of the green revolution; our 2038 carbon neutral target is a decade ahead of UK government and our city-region's Five-Year Environmental Plan shows our commitment to delivering on our ambitious targets. The climate crisis is a global emergency and an example of a key policy area where Greater Manchester is well placed to play a role in addressing the crisis, sharing our knowledge, technology, innovative policy and

experiences, working with and learning from others to address the challenges of climate change.

### **Strategic Priorities**

- Delivering and broadening existing city-region collaboration agreements 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.
- Delivery of the 2022-23 Mayoral Mission Plan in partnership 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 districts 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 issues on the international stage, map our international networks and identify opportunities for joint international working across the city-region.
- Strengthen our relationships and engagement with British and foreign diplomatic missions.

### **8. Global Target Markets**

In 2017, Greater Manchester completed a full evaluation of our global target markets based on existing strength, economic size, forecast growth and ease of doing business, with the aim of identifying the city-region's priority markets. A similar analysis was completed in summer 2021 with findings confirming that Europe and the US continue to be our largest and most significant markets across our international priority areas. In recent 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 as well as an increasingly stronger relationship with markets such as GCC, Australia, South Korea and Canada.

#### **Greater Manchester's Strongest Economic Relationships**

Greater Manchester has relationships with countries from all parts of the world. These can be based on cultural ties, historic migration and diplomatic links. That wide range of relationships will continue to grow and deepen, but assessment is also needed of the strongest economic links across the city region which often reinforce (and are reinforced by) those wider 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, visitor numbers and value over the last four years. A more detailed analysis of Greater Manchester's international relationships can be found in Appendix A.

Relative Strength of Relationship
HIGH
MEDIUM
LOW

Country	Export Activity	Investment Activity	International Students	Academic Research	Tourism
USA					
Germany					
France					
China					
Spain					
Italy					
Ireland					
India					
Netherlands					
Australia					
South Korea					
Canada					
Japan					
Malaysia					
Poland					
Switzerland					
Turkey					
Mexico					
Indonesia					
Singapore					
New Zealand					
United Arab Emirates					
Brazil					
Saudi Arabia					
Nigeria					

**Table 4. Greater Manchester's strongest international relationships across core priority areas (2017 to 2021)**

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 £4.7bn in 2019 At present, some of our strongest markets have a consular or trade office presence in Greater Manchester, actively engaging and working with local partners for mutual benefit.

#### **Market Vehicles**

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 Manchester China Forum (MCF) formed in 2013 and the Manchester India Partnership (MIP) in 2018, bring together the 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 this model now being replicated across other regions of the UK.

Greater Manchester recognises the importance of Japan as a priority market to the UK. In response to this as well as an increase in trade and investment levels between Greater Manchester and Japan, in 2021 the city-region formed a Greater Manchester-Japan Steering Group. This steering group brings together a diverse network of business leaders from across academia as well as both the private and public sector. The group has been tasked with developing and delivering a coordinated approach to our work with Japan, recognising the significant trade, investment and research opportunities.

In the same year, Greater Manchester established a Bangladesh Partnership Board which was set up to drive forward our international and people-to-people connections with Bangladesh, one of our largest diaspora communities.

## **Looking Forward**

Three critical factors inform our priority markets for the next three years:

- Greater Manchester's strongest markets and existing relationships.
- New national foreign policy.
- Identified opportunity areas based on global trends.

Traditionally Greater Manchester's priority market selection has been centred on an evidence-based approach that analyses key markets which present the strongest strategic alignment and growth opportunities. The pandemic has necessitated a reset on how the world lives, works and engages, with international policy makers anticipating an acceleration of economic power to the East. There remains a huge amount of uncertainty and anticipated change, and we cannot only rely wholly on past data to predict future opportunities. As clarity emerges, we must monitor the global implications of the pandemic and our new relations 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 partnerships across the world and now boasts a robust network of both city-led and national relationships with Europe, India, China and the United States. Given the huge amount of uncertainty at present, we believe our immediate economic interests are best served further strengthening, developing our strongest existing links and ensuring the sustainability of these partnerships.

However, based on historical performance, new national trade policy and emerging trends, Greater Manchester will also continue exploring further opportunities with our identified growth markets including Canada, Australia, Japan, GCC 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 the longer term, Greater Manchester recognises that the global landscape is shifting due to many economic, political, technological, and environmental risks and uncertainties which will impact global trade. We must continue to monitor long-term trends and identify further market opportunities outside of our developed and recognised growth markets.

According to the Department for International Trade's Global Trade Outlook report published in 2021, emerging economies are likely to account for a growing share of trade by 2050 as their GDP continues to increase and they become more integrated into global value chains. The largest emerging economies to watch include China, India, Brazil, Russia, Indonesia, Mexico and Turkey due to their growing weight in the global economy. Countries such as Vietnam and Philippines are expected to rise up the global import rankings presenting significant opportunities for Greater Manchester's exporters by 2050.

The below table summarises where Greater Manchester believes there are opportunities over the next three-years against our core economic priorities. These markets have been split in to three categories: Priority, Growth and Monitor.

Priority markets are places where we have strong existing connections and believe there are further opportunities. Growth markets are countries where we believe there is an opportunity for closer links based on emerging trends and new government policy. Monitor markets are places where we believe present long-term opportunities for the city-region.

Due to limited international resources, we will be unable to proactively engage with all the markets outlined below. We are however not closed off to any opportunities and will support wider international engagement should there be a clear benefit for the delivery of the priorities and objectives laid out in Greater Manchester's International Strategy.

Country	Export	FDI	FCI	Research and Innovation	Visitor Economy (Volume and Value)	International Students
Australia	Orange	Green		Orange	Orange	
Bangladesh	Yellow					Orange
Belgium	Green					
Brazil	Yellow			Yellow		Orange
Canada	Orange	Green	Orange	Green		
China	Green	Green	Yellow	Orange	Green	Green
Denmark	Orange				Orange	
Estonia		Yellow				
France	Green	Green		Green		
Germany	Green	Green		Green	Green	
Hong Kong	Orange		Green			Orange
India	Orange	Green	Yellow	Green	Green	Green
Indonesia	Orange			Yellow		Green
Ireland	Green	Green		Green	Green	
Israel		Yellow		Green		
Italy	Green	Green		Green		
Japan	Orange	Orange	Green	Orange	Yellow	
Malaysia	Yellow					Green
Mexico	Yellow					
New Zealand	Yellow					
Netherlands	Green	Green		Green	Orange	
Norway					Orange	
Nigeria	Yellow					Orange
Pakistan	Yellow					Orange
Poland	Green			Yellow		
Singapore		Yellow	Yellow			
South Korea	Orange	Yellow		Orange		
Spain	Green	Green		Green	Green	
Sweden	Green	Green		Green	Orange	
Switzerland		Green		Orange		
Turkey	Orange					
United Arab Emirates/GCC			Green		Green	Green
United States of America	Green	Green	Green	Green	Green	Orange
Vietnam	Orange					Orange

Table 9. Greater Manchester's identified future market opportunities (Priority, Growth and Monitor)

Priority
Growth
Monitor

### Appendix A. Global Market Analysis – Strength of Relationship

Country	GDP (2)	Export Activity (1)	Investment Activity (1)	International Students (1)	Academic Research (1)	Tourism (2)	Ease of Doing Business (1)	Trade Negotiations (1)	Total
USA	High (2)	High (1)	High (1)	Medium (0.5)	Medium (0.5)	High (2)	High (1)	High (1)	8
Germany	High (2)	High (1)	High (1)	Medium (0.5)	Medium (0.5)	High (1.5)	High (1)	High (1)	8
France	High (2)	High (1)	Medium (0.5)	Medium (0.5)	Medium (0.5)	Medium (0.75)	High (1)	High (1)	7
China	High (2)	Medium (0.5)	Medium (0.5)	High (1)		High (1.5)	High (1)		6.5
Spain	High (2)	Medium (0.5)	Medium (0.5)	Medium (0.5)	Medium / Low (0.375)	Medium (1.5)	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)	High (1)	5.875
Ireland	Medium (1)	High (1)	Medium (0.5)	Medium (0.5)	Medium / Low (0.375)	High (1.5)	High (1)	High (1)	5.875
India	High (2)	Low (0.25)	High (1)	High (1)	Medium (0.5)	Medium (0.75)	Medium (0.5)	Medium (0.5)	5.75
Netherlands	Medium (1)	High (1)	Medium (0.5)	Low (0.25)	Medium / Low (0.375)	Medium (0.75)	High (1)	High (1)	5.625
Australia	High (2)	Low (0.25)	Low (0.25)		Low (0.125)	Medium (0.75)	High (1)	High (1)	4.875
South Korea	High (2)	Medium (0.5)	Low (0.25)	Medium (0.5)			High (1)		4.75
Canada	High (2)		Medium (0.5)	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)	Medium (0.75)	High (1)	High (1)	3.875

<b>Switzerland</b>	Medium (1)		Medium (0.5)		Low (0.25)		High (1)	Medium (0.5)	<b>3.75</b>
<b>Turkey</b>	Medium (1)	Medium (0.5)	Medium (0.5)	Low (0.25)			High (1)		<b>3.25</b>
<b>Mexico</b>	High (2)						Medium (0.5)	Medium (0.5)	<b>3</b>
<b>Indonesia</b>	High (2)			Low (0.25)	Low (0.125)		Medium (0.5)		<b>2.875</b>
<b>Singapore</b>	Medium (1)			Low (0.25)			High (1)	Medium (0.5)	<b>2.75</b>
<b>New Zealand</b>	Low (0.5)	Low (0.25)	Low (0.25)				High (1)	High (1)	<b>2.75</b>
<b>United Arab Emirates</b>	Medium (1)	Medium (0.5)	Low (0.25)	Medium (0.5)			High (1)		<b>2.75</b>
<b>Brazil</b>	High (2)		Low (0.25)		Low (0.125)		Low (0.25)		<b>2.625</b>
<b>Saudi Arabia</b>	Medium (1)			High (1)			Medium (0.5)		<b>2.5</b>
<b>Nigeria</b>	Medium (1)			Medium (0.5)			Low (0.25)		<b>1.75</b>

## **Appendix B. List of Foreign Diplomatic Missions and Honorary Consuls in Greater Manchester**

<b>Country</b>	<b>Representative</b>
Austria	Honorary Consul
Bangladesh	Assistant High Commission
Belgium	Honorary Consul
Brazil	Honorary Consul
China	Consulate General
Czech Republic	Consulate General
Denmark	Honorary Consul
Finland	Honorary Consul
France	Honorary Consul
Hungary	Consulate General
Iceland	Honorary Consul
Iraq	Consulate General
Ireland	Consulate General
Italy	Consul
Japan	Honorary Consul
Libya	Consulate General
Mexico	Honorary Consul
The Netherlands	International Trading Office
Norway	Honorary Consul
Pakistan	Consulate General
Poland	Consulate General
Portugal	Consulate General
Romania	Consulate General
Spain	Consulate General
Sweden	Honorary Consul
Switzerland	Honorary Consul
Turkey	Consulate General

## **Appendix C. Strategy Partners**

### **Local Government**

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

### **National Government**

British Council

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

### **Local Delivery Partners**

The Growth Company, including, Marketing Manchester,  
MIDAS, MCF, MIP, NW Trade Service and Business Growth Hub

Greater Manchester Chamber of Commerce  
Local Authorities

### **Market Boards and Steering Groups**

International Marketing and Advisory Board  
GMCA German Advisor  
Greater Manchester-Japan Steering Group  
Bangladesh Partnership Board

### **Private Sector**

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  
Greater Manchester Sport and Culture Partners  
Global 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](https://www.greatermanchester-ca.gov.uk/media/1911/gmipr_tr_auditofproductivity.pdf)

## Appendix E. Global Network Connections

	Eurocities is a network of large cities in Europe, established to further economic, political and social development in its member cities.
	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.
	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.
	The Global Covenant of Mayors for Climate & Energy is an international coalition of cities and local governments with a shared long-term vision.
	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 have emerged from 100 Resilient Cities - Resilient Cities Catalyst and Global Resilient Cities Network.
	The Under2 Coalition is a global community of state and regional governments committed to ambitious climate change targets.
	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.
	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.
	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.
	The One Planet City Challenge is WWF's biennial global challenge that recognizes cities for their ambitions and innovative actions in sectors such as energy, buildings, transport, and waste, to power the global transition to a low-carbon, climate-resilient future.
	The Milan Urban Food Policy Pact is a global commitment of mayors from around the world that considers food as an entry point for the sustainable development of growing cities.

## Appendix F. Greater Manchester Twinning's

Country	City/Town	Nature of relationship	GM Local Authority
France	Le Mans	Twinning	Bolton
Germany	Paderborn	Twinning	Bolton
China	Datong	Twinning	Bury
France	Tuile	Twinning	Bury
France	Angoulême	Twinning	Bury
Germany	Schorndorf	Twinning	Bury
United States	Woodbury, New Jersey	Twinning	Bury
Russia	St Petersburg	Sister City	Manchester
China	Wuhan	Sister City	Manchester
Germany	Chemnitz	Sister City	Manchester
Denmark	Aalborg and Aarhus	MoU on culture	Manchester
China	Haidian District, Beijing	Friendship agreement	Manchester
Japan	Kagoshima	Friendship agreement	Manchester
South Korea	Gumi City	Friendship agreement	Manchester
United States	Los Angeles	Friendship agreement	Manchester
Pakistan	Faisalabad	Friendship agreement	Manchester
Spain	Córdoba	Friendship agreement	Manchester
Israel	Rehovot	Friendship agreement	Manchester
Germany	Landsberg	Twinning	Oldham
Slovenia	Kranj	Twinning	Oldham
Germany	Geesthacht	Twinning	Oldham
France	Tourcoing	Twinning	Rochdale
Germany	Bielefeld	Twinning	Rochdale
Pakistan	Sahiwal	Twinning	Rochdale
Ukraine	Lviv	Twinning	Rochdale
Germany	Peine	Twinning	Rochdale
France	Narbonne	Twinning	Salford
France	Clermont-Ferrand	Twinning	Salford
France	Saint-Ouen	Twinning	Salford

Germany	Lünen	Twinning	Salford
France	Béziers	Twinning	Stockport
Germany	Heilbronn	Twinning	Stockport
China	Bengbu	Twinning	Tameside
France	Armentières	Twinning	Tameside
France	Colmar	Twinning	Tameside
France	Champagnole	Twinning	Tameside
France	Chaumont	Twinning	Tameside
France	Hem	Twinning	Tameside
France	Montigny-le-Bretonneux	Twinning	Tameside
France	Villemomble	Twinning	Tameside
Germany	Kierspe	Twinning	Tameside
Germany	Ruppichteroth	Twinning	Tameside
France	Angers	Twinning	Wigan
Spain	Barcelona	Partnership Agreement	GMCA
China	Tianjin	MoU - Partnership agreement	GMCA
China	Shenzhen	MoU - Partnership agreement specifically on smart cities	GMCA
China	Hubei Province	MoU – Collaboration agreement	GMCA
Bangladesh	Sylhet	MoU - Partnership agreement	GMCA
India	Bangalore	MoU - Partnership agreement	GMCA
Korea	Ulsan	MoU - Partnership agreement	GMCA
Germany	Ruhr Metropolis	MoU – Partnership Agreement	GMCA
India	Maharashtra	MoU – Partnership Agreement	GMCA

## Appendix G. Glossary

BBC	British Broadcasting Corporation
bn	billion
CPTPP	Comprehensive and Progressive Agreement for Trans-Pacific Partnership
DCMS	Department for Digital, Culture, Media and Sport
DIT	Department of International Trade
EU	European Union
EV	Electric Vehicle

FCDO	Foreign, Commonwealth & Development Office
FCI	Foreign Capital Investment
FDI	Foreign Direct Investment
FTA	Foreign Trade Agreement
GCC	Gulf Cooperation Council
GCHQ	Government Communications Head Quarters
GDP	Gross Domestic Product
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
GMCC	Greater Manchester Chamber of Commerce
HE	Higher Education
HQ	Head quarters
HS2	High speed 2 (rail)
IMAB	Internationalisation and Marketing Board
IPS	International Passenger Survey
m	million
MCF	Manchester China Forum
MDC	Mayoral Development Corporation
MIP	Manchester India Partnership
NHS	National Health Service
NPR	Northern Powerhouse Rail
NW	North West
R&D	Research & Development
SMEs	Small and Medium Enterprises
THL	Tourism, Hospitality and Leisure
UK	United Kingdom
UKRI	UK Research and Innovation
UUKi	Universities UK International
UN	United Nations
VCSE	Voluntary, Community and Social Enterprise

<sup>1</sup> [Global Britain, local jobs \(HTML version\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/global-britain-local-jobs)

<sup>2</sup> MIDAS

<sup>3</sup> [Global Britain, local jobs \(HTML version\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/global-britain-local-jobs)

<sup>4</sup>The University of Manchester, *Manchester is Britain's City of Languages*. Available at:  
<https://www.manchester.ac.uk/discover/news/manchester-is-britains-city-of-languages/>

<sup>5</sup> The Greater Manchester Independent Prosperity Review, 2019

<sup>6</sup> HESA, *Higher Education Student Statistics, UK, 2018/19*. Available at: <https://www.hesa.ac.uk/news/16-01-2020-sb255-higher-education-student-statistics>

<sup>7</sup> 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>

<sup>8</sup> Steer Economic Development, *The China Dividend: Two Year's In- Economic Impact Study*. Available at: <https://www.investinmanchester.com/dbimgs/FINAL%20COPY%20The%20China%20Dividend%20-Two%20Years%20In-ilovepdf-compressed.pdf>

## **Annex B. Greater Manchester International Strategy Executive Summary**

In 2017, Greater Manchester Combined Authority and Greater Manchester Local Enterprise Partnership published a three-year internationalisation strategy outlining a long-term ambition to become a Top global City-region and playing a critical role in delivering the ambitions of the Greater Manchester Strategy.

The strategy set out a series of international objectives against which to measure our success including our attractiveness to global audiences as a place to invest, visit and study, increasing exports, securing further direct connectivity and developing new partnerships overseas. During this three-year period, we saw an increase in international students; tourist volume and value; and foreign direct investment; and in addition, secured further long-haul connectivity to Manchester Airport.

A refresh of this strategy was due in 2020 but was delayed due to the pandemic. Instead, a one-year roll over International Strategy was agreed, published in-line with the Living with COVID Resilience plan in October 2020.

Despite an increasingly complex national and international landscape, Greater Manchester has seen significant economic growth in recent years, with internationalisation and our growing reputation as global city-region having been a catalyst for much of this activity. Our strong asset base, understanding of our sector strengths, clear strategy frameworks and a more coordinated and sophisticated approach to delivering activity has led to strong performance across our international priority areas.

The pandemic has been extremely challenging, highlighting and exacerbating inequalities within our society, causing huge disruption to our residents and businesses as well as impacting on all of our international priorities. Almost two years on from the start of the pandemic, many of its challenges remain, with its full implications yet to emerge and a complete recovery not expected for years to come. Our new relationship with the EU and changes in national foreign and trade policy also present us with new opportunities and challenges.

It is within this new and continually evolving context that we have agreed a three-year International Strategy refresh, published in-line with the new Greater Manchester Strategy. These uncertain times present the city-region with an opportunity to reflect on our experience and performance in recent years, assess the impacts of the pandemic on our businesses and communities, and look to identify new opportunities.

Greater Manchester has been shaped by generations of residents from all parts of the globe. We are a city-region built on a fusion of cultures, talent and creativity. The Manchester brand is recognised globally thanks to our world-famous football clubs, our iconic music scene and international institutions such as the Manchester International Festival.

We are proud of Greater Manchester's long history of international appeal and success and want to continue building on its reputation, drawing in talent and investment and ensuring our strong sporting and cultural offer continues to draw in visitors from around the world.

### **Aims**

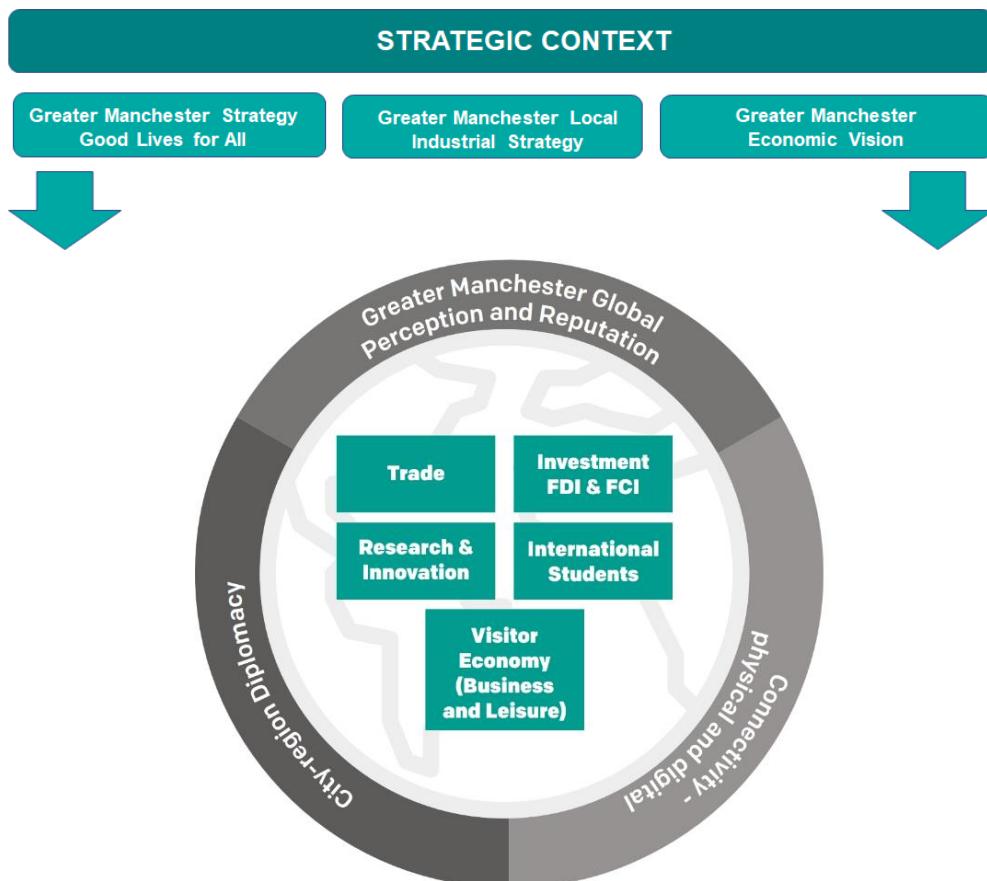
The overarching aims of the Greater Manchester International Strategy are to:

- Address the most immediate international challenges facing our city-region following the pandemic and ensure we continue to respond to any emerging opportunities and challenges following the UK's formal departure from the EU.
- Outline our international ambitions, priorities and markets under a single framework and collective narrative, highlighting the inter-connectivity of all our priorities and their links to Greater Manchester's wider strategy portfolio, ensuring our international delivery is greater than the sum of its parts.
- Highlight Greater Manchester's areas of global competitiveness, identifying clear areas where Greater Manchester can play a transformational role in supporting the UK government to deliver on Global Britain.
- Emphasise the transformational benefits of internationalisation, highlighting the ways in which it can deliver on the Greater Manchester Strategy vision of a greener, fairer and more prosperous Greater Manchester, bringing benefits to all of our residents.

## Strategic Framework

The International Strategy supports the delivery of Greater Manchester's wider strategy portfolio including the Greater Manchester Strategy and Local Industrial Strategy. Greater Manchester's international framework recognises 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 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 way of working and tell Greater Manchester's story well.



## **Vision**

To be a leading city-region in the UK and globally and an international influence in green and digital.

Supporting Greater Manchester to become a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer and more prosperous city-region

## **Shared Ambitions**

- Raise the profile of Greater Manchester as a welcoming, vibrant and diverse city-region with a strong cultural, sport and place offer, continuing the work to make our city-region a great place to visit, invest and study.
- Work with partners nationally and internationally to leverage the benefits of internationalisation and deliver on our economic vision by increasing trade, attracting foreign direct investment, and fostering cross-border international partnerships to support the creation of better jobs and good employment to build a more prosperous, fairer and globally competitive city-region.
- Position Greater Manchester at the heart of the UK's global competitiveness and forefront of innovation with world-leading strengths in Digital/Cyber, Health Innovation, Advanced Materials and Manufacturing, and Clean Growth Technology, driving investment in these sectors and improving our ability to turn research into solutions that are shared with the world.
- Work with partners across the world to achieve our carbon neutrality by 2038, helping to accelerate the UK's and global transition to net zero by sharing our expertise, learning from others, and working with the world's most innovative companies.

## **Delivered by**

We will work with our delivery partners and wider stakeholder ecosystem at home and overseas to deliver on our economic priorities and raise our profile internationally. Partners include the GM local authorities, the Growth Company including MIDAS, Marketing Manchester and the Business Growth Hub, Greater Manchester Chamber of Commerce, The Department for International Trade, The Foreign Commonwealth and Development Office, The British Council, Manchester Airport, our Universities, the British Council, Foreign Diplomatic Missions, and many others.

## **Priorities – Core**

### **1. Trade**

**In 2019 Greater Manchester exported £6.6bn worth of goods and £8.8bn worth of services, equating to approximately 18% of our total GDP.**

Nationally our export performance is below average (18% of GDP – UK average is 30%). Growth in exports is central to improving productivity and ensuring the benefits of internationalisation are felt across the city-region. Greater Manchester aims to increase our goods and service exporters, working closely with DIT and other local stakeholders such as The Growth Company, Greater Manchester Chamber of Commerce, business organisations and academic institutions.

### **2. Investment (FDI & FCI)**

**Foreign owned companies are worth a total of £37billion to Greater Manchester's economy, employing approximately 172,000 people.**

Greater Manchester aims to continue attracting the most innovative and ambitious investors from around the world, creating high value job opportunities for our residents, enabling us to deliver our economic vision. We will do this by promoting our sector offering, working closely with Department for International Trade, the new Office for Investment, as well as key intermediaries across the public and private sector.

### **3. Research and Innovation**

**Innovation has always been at the heart of Greater Manchester, with the city-region boasting an impressive history of “world firsts” and today recognised as the UK’s Top Digital Tech City.**

Our ambition is for Greater Manchester to be recognised as an international leader in research and innovation, with strengths in Digital/Cyber, Health Innovation, Advanced Materials and Manufacturing and Low Carbon, a place where the economic benefits of innovation are felt across the conurbation and our ideas are turned into solutions that are shared with the world, helping to address some of society’s greatest global challenges.

### **4. Visitor Economy**

**In 2019, tourism contributed £9bn to Greater Manchester’s economy, sustaining over 101,000 jobs. Conferences alone contributed a spend of £862m.**

Our ambition is for Greater Manchester to be a world class visitor hub for business and leisure tourism, continuing to sustainably increase the value and volume of visitors to the city-region and ensuring that the economic impact and benefits of tourism are felt across the whole of Greater Manchester.

### **5. International Students**

**Greater Manchester has the largest international student population outside of London with over 21,000 international students from more than 160 different countries.**

Our ambition is to increase the number of international students in Greater Manchester at our universities, whilst ensuring we continue to expand the diversity of our international student base.

## **Priorities – Enabling**

### **1. Connectivity**

Physical connectivity via Manchester Airport is a key for delivering our core international priorities. The pandemic has had a devastating impact on long-haul connectivity and we must work with Manchester Airport to re-instate these lost routes. We recognise the significant net zero challenge facing the aviation industry and are committed to working closely with Manchester Airport as they work towards full net-zero operations by 2038.

Digital connectivity has diminished geographical borders, enabling us to collaborate more innovatively and effectively with international partners. We will continue to increase our online international activity to drive our core priorities and amplify our voice on key policy areas.

### **2. Marketing and Perception**

Greater Manchester has successfully continued to communicate its story to the world, making strides to increase its rankings in a range of global indices. We regularly outrank large competitor regions, joining capital cities in global indices.

We will continue to invest in our international marketing campaigns and branding, ensuring we deliver on our ambition to remain a globally recognised and competitive international city-region.

### **3. City-region Diplomacy**

Greater Manchester is recognised as a key diplomatic hub in the north of England, hosting a total of 15 foreign diplomatic missions and has strategic partnerships with city-regions in Europe, China, South Asia, Japan, and the USA.

City-region Diplomacy is a powerful enabler for our International Strategy, facilitating engagement on the global stage on agendas that are important to us, strengthening links with other global cities and supporting the delivery of our core international ambitions. Our aim is to further strengthen and develop these relationships to deliver on our international priorities and wider policy ambitions.

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## **Annex C. International Strategy Initial Delivery Plan, Strategic Objective Delivery Ownership and Performance Framework**

### **1. Strategic Projects, Programs, and Initiatives**

Project	Description/Objectives	Lead
<b>International Trade</b>		
GM Export Intelligence Research	<p>Research project to better understand GM's export performance, reasons for under performance and impact of FTA's.</p> <p>GMCC and UoM are planning an in-depth look in to GCC-GM trade flows.</p>	GMCA; GM Chamber; GC; UoM
GM Export Plan 2022 Action Plan	Developed and signed off by the GM Trade Group, the trade action plan will outline GM's key export activity and campaigns for 2022/2023.	DIT LEP Export Manager
Global Scale Up Program	Focused on accelerating the international growth of GM based scale ups whilst expanding GM's global network of partners. For 2022/2023 GSU aims to create 55 jobs, deliver 45 business assists and expand its domestic and overseas partner network to create private & public international business support model and support GM's city-region diplomacy priorities.	GC-BGH
Trade Facilitation Services	GM Chamber will continue to develop their customs declarations, export documentation, consultancy and training services to facilitate exports and imports.	GM Chamber
<b>Inward Investment</b>		
Core Inward Investment Promotion Activity	Core delivery of Inward Investment programmes to attract new and safeguard existing jobs in GM, with a focus on Green, R&D/Innovation, High-Value and Inclusive growth, through a defined programme of international market and firm-level business development activity, as well as account management of major corporates in GM, with an emphasis on FDI. This includes work connecting cities and clusters, where this builds opportunity and profile for GM.	GC – MIDAS; MCF; MIP
Innovate Manchester	Continuation of the innovation programme delivered jointly with the BGH to identify and facilitate the creation of new IP through collaboration between GM's large strategic firms (including FDI) and SMEs.	GC – MIDAS; GC-BGH
Investable Proposition Development	MIDAS will continue to work with the GMCA and Local Authorities to develop new investable propositions around key priority areas relating to the LIS, GMS, and PfE (including Growth Locations) e.g. HPOs in Lightweighting Materials (Northern Gateway) and Diagnostics in Healthy Ageing, working to build these in to international channels with DIT and beyond.	GC-MIDAS; GMCA
<b>Research and Innovation</b>		
InnovationGM	Development of an international work program focused on developing an inward investment plan with collateral and program of activities, a program of trade missions, meetings/seminars to learn from places with innovation-	GMCA; GC – MIDAS; DIT

	intensive economies and sharing GM learning of what works to improve our global reputation.	
<b>The Visitor Economy</b>		
GM 5-year Tourism Strategy	In 2022 Marketing Manchester will publish a new tourism strategy for the city-region focused helping recover the industry from the effects of the pandemic.	GC-MM; IMAB; GMCA
DMO Review Implementation	GM will continue to influence the delivery of the National Tourism Recovery Strategy and the implementation of the de Bois strategic review of DMOs	GC – MM; IMAB; GMCA
City Strategic Partnerships	Reinstate existing, and develop new, city to city strategic partnerships, aligned to GM & VisitBritain priorities including New York City partnership, Barcelona and Ireland.	GC-MM; MAG; VB; GMCA; Airlines
Marketing and Communications promotion of Visitor Economy	Deliver Visitor Economy marketing and communications plans (incl Tourism, Hospitality & Leisure, sport & culture)	GC – MM, VB, MAG, DMOs, TIER, & partners
Visitor Economy Research Programme	Produce programme of research and insights to inform the GM Visitor Economy Sector	GC – MM
Business Conference & Major Sporting Events Promotion and Attraction	Deliver promotion and attraction of Greater Manchester as a place to host business visits and sporting events	GC – MM, VB, GM Convention partners
<b>International Students</b>		
Manchester China Friendship Program	MCF will pilot a new initiative with MCI and the UoM to create a programme of events aimed at increasing integration of international students into Manchester University life.	MCF; Manchester China Institute (MCI); UoM
<b>Global Perception and Reputation</b>		
Greater Manchester Benchmarking Work	Last year MM undertook a piece of work to identify key benchmarks where GM can look to improve its international reputation on specific indices including the Global Resonance World Cities Index. An action plan has been developed which is now being implemented. Benchmarking Plans being implemented with the support of a cohort of students.	GC - MM
Promotion of GM Economic Vision themes and LIS Priority Sectors	Develop and deliver comms plan to promote GM Economic Vision themes (innovation, digital and green) and LIS priority sectors via content curation & comms	GC-MM, GMCA, LEP, Unis & Partners
<b>Connectivity</b>		
Re-instating Long-Haul connectivity	MIDAS, MCF and MIP will prioritise working with MAG to re-instate direct route connectivity to US, China and India recognising the clear direct and indirect value of these routes hold for GM and the wider North.	GC-MIDAS; GC – MIP; GC-MCF; MAG
Travel Trade	Work with the travel trade in priority markets to grow back passenger numbers and increase the number of international passengers arriving at Manchester Airport.	GC – MM VB, MAG
<b>City-region Diplomacy</b>		
Market Strategies	<ul style="list-style-type: none"> <li>• Refresh GM India Strategy</li> <li>• Refresh GM China Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• MIP</li> <li>• MCF</li> </ul>

	<ul style="list-style-type: none"> <li>Continue the coordination of the GM-Japan Steering Group and developing a 2022 GM-Japan Delivery Plan</li> <li>Establish and coordinate the GM-Pakistan Steering Group</li> <li>Continue the coordination of the GM-Bangladesh Partnership Board</li> </ul>	<ul style="list-style-type: none"> <li>Honorary Consul of JP</li> <li>GMCA</li> </ul>
Osaka City Partnership	Develop a GM-Osaka IURC Delivery Plan. Delivery three webinars – energy/buildings/heat/waste Organise Officers visit to Osaka and host delegation from Osaka in late autumn	GMCA; GM-Japan Steering Group
Ruhr Metropole Strategic Partnership	Host return visit from the Ruhr Deliver the MoU	GMCA
Austin, Texas	Explore opportunities to develop and sign a Mayoral city-to-city MoU with Austin	GC – MIDAS GMCA
Embassy and Consulate Engagement	GM is now home to 15 consulate generals. We will continue to engage actively with foreign diplomatic teams based locally and build on our relationships with key embassies and high commissions in London to support the delivery of our priorities.	GMCA
Manchester Network for Creative and Cultural Collaboration with China (MANCCC)	Network aims to harness cultural soft power to support Greater Manchester reputation and relationships in China. By aligning cultural, civic and business interests and focussing on creative, digital and tech industries the partnership will provide social and economic opportunities for business and residents.	MCC; GC – MCF
Wuhan Sister City Link	Manchester Leaders signed a 2-year action in mid-2021 committing to continued collaboration to serve economic and social development between the two cities. The action plan has a particular focus on government exchange, T&I, Life Sciences/Health, Climate Change, Advanced Manufacturing, Education, Science and Tech, Culture and Tourism and Sports.	MCC
MCC International Delivery Plan	International delivery and policy exchange delivery plan being developed for 2022 to 2025 – aligned with “Our Manchester”.	MCC
GM-Sylhet MoU	Continue delivering the MoU signed in 2019, with particular on the following projects: <ul style="list-style-type: none"> <li>Sylhet First Waste Management Strategy – delivery of feasibility study with support from the FCDO and the World Investment Bank.</li> <li>Non-Residential Day – develop first GM-Sylhet NRD.</li> <li>Health and Social Care Educational Programme.</li> <li>Explore opportunities to develop economic links via GMCC and DIT.</li> </ul>	GMCA
GM-Pakistan	Develop a GM-PK Strategy covering three themes: <ul style="list-style-type: none"> <li>Educational Links</li> <li>Trading and Investment</li> <li>Culture, Sports and Communities</li> </ul>	GMCA
Wider International City Partners	Continue GM engagement with other international partner cities – such as Barcelona, Paris, Grand Lyon, Oslo, NYC and Ulsan; and explore new city/regional partnerships that	GMCA

	further our international ambitions – e.g. Ireland, Israel, Cologne, etc	
COP26 Follow up	Follow up on COP26 Mayors Panel Event in Glasgow. Explore opportunities for GM joining C40	GMCA
China Shared Futures Series	MCF will continue to deliver the “Shared Future” interview podcast series aimed at improving people-to-people links between GM and China.	GC - MCF
<b>Networks</b>		
Eurocities	MCC are an active member of Eurocities. MCC's engagement in 2022 will focus on policy exchange in areas such as Inequality, Housing and Climate Change, focused on sharing their approaches and learning from others to enhance and support policy making locally.	MCC
Mayors for Peace and NfLA	Mayors for Peace was established in 1982 by the Mayor of Hiroshima during the UN Conference on Disarmament that year in New York. Manchester joined in 1984 and forged close links with Hiroshima and Nagasaki. It became Vice President in 2001, Lead City in 2013 and set up UK and Ireland Chapter in 2015. Manchester is also Vice Chair of the Newly established European Chapter and works closely with the other nine European lead cities. This work will continue over the strategy period and aims to join up more closely with wider international priorities.	MCC
World Innovative Cities Network (Shenzhen)	This initiative, led by Shenzhen Government connects innovative cities to create a cooperative global network. MCF have been tasked with navigating Greater Manchester's involvement and to join up with key initiatives across the city-region.	GC - MCF

## 2. Greater Manchester International Strategy – Priority Delivery

The below table outlines the organisations responsible for delivering each strategic objective in the Greater Manchester International Strategy.

Strategic Objective		Programmes of activity or lead organisation that plays a significant/important role in attainment of strategic objective.
<b>Trade</b>		
1.1	Work with national government on the delivery of the new national export strategy and regional export strategy, coordinating efforts to identify sector and market opportunities for the city-region in tandem with the Northern Powerhouse.	GM Trade Group GC GMCA
1.2	Continue to support our exporters to understand the opportunities and challenges emerging from EU Exit and COVID, ensuring where possible that we maintain export market value share within our top markets such as the EU, the United States, India and China.	DIT

<b>1.3</b>	Continue to monitor the development of UK Free Trade Agreements and consider what they mean for our business base and our export market diversification. We will continue to work with DIT to promote them and encourage our businesses to explore a wider variety of international markets.	GM Trade Group DIT GM Chamber
<b>1.4</b>	Coordinate efforts across Greater Manchester stakeholders to improve our international trade intelligence to enable more effective target setting in the future, improve our monitoring mechanisms as well as design and implement more targeted support.	GM Trade Intelligence Project (GMCA)
<b>1.5</b>	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 ensuring exporters have the tools and resources to expand into new markets.	GM Trade Group Global Scale up Program GM Chamber DIT
<b>1.6</b>	Work in partnership with the FCDO and DIT to 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 and political leadership to support Exporters to access new opportunities overseas.	City-region Diplomacy Plan (Export Pilot) GM Export Plan and Export Pilot
<b>1.7</b>	Work in partnership with DIT and the UK Embassy network overseas to deliver Mayoral missions to Ireland and Europe, Bangladesh, Pakistan, Japan, India and the US over the next three years, ensuring that Trade sits as a central priority and our businesses are presented with new opportunities.	GMCA Mayoral Missions Program

### **Investment (FDI & FCI)**

<b>2.1</b>	Target FDI in GM’s frontier sectors, focused on attracting greener, transformational projects which support our inclusive agenda, targeting markets and working with places which we have identified as global growth centres of innovation.	GC - MIDAS
<b>2.2</b>	Work across Greater Manchester to re-instil confidence in the investor community, re-building 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.	GC - MIDAS
<b>2.3</b>	Continue to monitor short term trends and implications for FDI emerging from COVID-19 and the UK’s departure from the EU, identifying any challenges and future opportunities, and ensuring the city-region’s FDI strategy is steered accordingly.	GC - MIDAS
<b>2.4</b>	Coordinate efforts across our business support organisations to maintain and grow our existing investor base, offering support where possible to add complexity	GC - MIDAS GC - BGH

	to existing operations, further embedding companies in Greater Manchester's ecosystem.	
<b>2.5</b>	Work with national government on the development and delivery of the new national investment strategy, supporting the levelling up agenda and ensuring a fairer distribution of foreign investment across UK regions.	MIDAS GMCA
<b>2.6</b>	Support Greater Manchester's 2038 carbon neutrality target, by working closely with our foreign-owned companies to support them on their transition to Net Zero, ensuring we mitigate divestment threats and secure high-value green reinvestment.	GC - MIDAS GMCA - GM Environment Team GMCA - GM Investment Team GC - BGH
<b>2.7</b>	Translate the city-region's strategic vision into 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 and strong local focus on developing the skills and talent needed in these sectors/sub-sectors.	GC - MIDAS GC - MM GMCA - GM Economy Team GMCA - GM Investment Team
<b>2.8</b>	Continue to emphasise the strategic importance of UK government working in partnership with Greater Manchester on transformational strategic projects such as Gateway North, giving the GMCA and our IPA a voice at the national table.	GC - MIDAS GMCA
<b>2.9</b>	Continue to lobby national government, DIT and the Office for Investment to develop greater incentivisation and co-investment subsidy models for English regions, ensuring the UK continues to remain successful in attracting FDI and delivering on Global Britain.	GC - MIDAS GMCA - Core Investment Team GMCA - Strategy Team
<b>Research and Innovation</b>		
<b>3.1</b>	Work with government to use Greater Manchester's assets to put the UK at the forefront of global innovation, supporting Global Britain by leveraging our key sectors such as health innovation, digital, clean technologies, and advanced manufacturing/materials.	InnovationGM (UoM, GC - MIDAS) GMCA - Economy Team
<b>3.2</b>	Drive investment into the Innovation Greater Manchester platform in order to crowd in private sector investment and accelerate the development of new assets and ventures of global significance that will pioneer solutions to net zero and health inequalities.	GC - MIDAS GMCA - Core Investment Team GMCA - Economy Team
<b>3.3</b>	Work in partnership with government to continue attracting large transformational projects in our key sectors which will help transform industries and their supply chains, catalysing the development of world-leading cyber and low carbon technology clusters.	MIDAS GMCA - Core Investment Team GMCA - Economy Team

<b>3.4</b>	Through Innovation Greater Manchester forge new relationships overseas with global innovation leaders including cities such as Boston, Austin and Tel Aviv, as identified in Innovation Greater Manchester We will also work with national government and independently to build on our relationships with countries such as the US, Canada Ireland, South Korea and Japan, given their world leading innovation capabilities, commercialisation and trade opportunities for our business base.	InnovationGM City-region Diplomacy Plan GC - MIDAS
<b>3.5</b>	Develop city-to-city relationships and cluster partnerships with leading innovation clusters that promote collaboration between institutions, innovation hubs and businesses and connect international scale up programmes to support cross border R&D.	GC - Innovate Edge
<b>3.6</b>	Given Greater Manchester's active participation in Horizon Europe and the significant benefits that the EU programmes have brought into Greater Manchester, continue lobbying for full participation in Horizon Europe and highlight any funding gaps left by the UK's decision to opt out of future EU programs, particularly our ability to fund international innovation pilots within our local authorities from programmes such as Interreg or the Urban Innovative Action.	GMCA International

### **The Visitor Economy**

<b>4.1</b>	Support and sustain the visitor economy sector as we live with COVID-19 and then support the rebuilding and recovery, working with the Greater Manchester Tourism Industry Economic Recovery Group and with the private sector Local Authorities, as well as other promotional partners including other destination marketing organisations and VisitBritain to re-instil confidence in consumers to travel locally, nationally and internationally.	GC - MM
<b>4.2</b>	Continue to lobby government about the important role Destination Marketing Organisations like Marketing Manchester play in supporting and delivering the national Tourism Recovery Plan, and increase their influence in national decision-making.	GC - MM
<b>4.3</b>	Work with the travel trade in-market to grow back passenger numbers and increase the number of international passengers arriving at Manchester Airport.	GC - MM
<b>4.4</b>	Retain and increase Greater Manchester's International visitor market share as the alternative gateway to the UK.	GC - MM
<b>4.5</b>	Support and sustain the business and conference sector as we live with COVID-19 and as we shift to rebuilding and recovery, and 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.	GC - MM

<b>4.6</b>	Promote Greater Manchester's cultural, sporting and hospitality assets to gain further recognition as a vibrant global city-region.	GC - MM
<b>4.7</b>	Build on the successes of Greater Manchester's devolved delivery contract with Visit Britain to secure a new sustainable structure focused on greater devolution and anchored around a new 5-year tourism strategy.	GM 5 Year Tourism Strategy (GC - MM)
<b>4.8</b>	Work with the Department for Digital, Culture, Media and Sport (DCMS) to establish a network of destination marketing organisations that improves the UK's competitiveness and productivity in the visitor economy sector and for Global Britain.	GC - MM
<b>International Students</b>		
<b>5.1</b>	Coordinate efforts across Greater Manchester to promote the region as a welcoming and vibrant place to study.	GC - MM (Find your space)
<b>5.2</b>	Stride ahead of our competitor cities to enhance Greater Manchester's student offer, ensuring we remain competitive globally as a great place to study, using our extensive international relations and networks to drive new and innovative activity.	
<b>5.3</b>	Explore what opportunities the new Graduate Immigration Route presents for supporting the diversification of Greater Manchester's international student population and for increasing the number of international students who chose to stay and work in Greater Manchester after graduation.	
<b>5.4</b>	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 for the city-region.	
<b>Global Perception and Reputation</b>		
<b>6.1</b>	In response to the emerging challenges of COVID-19, continue promoting Greater Manchester as a welcoming, diverse and vibrant city-region and a great place to visit, invest, meet, study and live.	GC - MM
<b>6.2</b>	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.	GC - MM Culture Leaders group GMCA Culture Team
<b>6.3</b>	Tell Greater Manchester's story to the world, initiating focused and sustained communication of Greater Manchester's ambitions, unique selling points and frontier sectors through our Green, Digital and Innovation campaigns.	GC -MM
<b>6.4</b>	Strengthen Greater Manchester's global position and perceptions by implementing the Business of Cities research recommendations and Benchmarking work, ensuring we continue to track our progress against our	GC -MM

	defined indices, driving resource and investment in to improving our international perception.	
<b>6.5</b>	Develop a new public and private model for promoting Greater Manchester and delivering international activity.	GC - MM (Manchester Partnership)
<b>Connectivity</b>		
<b>7.1</b>	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 the re-balancing and levelling up of the UK.	GMCA GC – MM, MIDAS
<b>7.2</b>	Ensure that Manchester Airport is well positioned against peer airports by developing a coordinated and clear proposition for Greater Manchester and the North including its surrounding business, leisure and student travel. This would mean the city-region's route proposition remains competitive and that the Airport is able to win back and secure routes with markets such as the US, China, India and Japan.	GMCA GC- MM, MIDAS
<b>7.3</b>	Work with government to accelerate investment commitments to HS2 and Northern Powerhouse Rail (NPR), improving Greater Manchester's ground connectivity to the broader Northern Powerhouse region. Better connectivity enables Manchester Airport to increase its public transport catchment 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 flow to all parts of the North.	GMCA Strategy Team TfGM TfN MAG
<b>City-region Diplomacy</b>		
<b>8.1</b>	Delivering and broadening existing city-region collaboration agreements identifying opportunities that promote further trade, investment and research collaboration between businesses and institutions.	City-region Diplomacy Plan - GMCA International
<b>8.2</b>	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.	GMCA International
<b>8.3</b>	Delivery of the 2022-23 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.	Mayoral Mission Plan
<b>8.4</b>	Explore opportunities emerging from the 10 districts that may benefit from city-to-city international partnerships and missions, for example, investment, trade and diaspora links.	GMCA International
<b>8.5</b>	Promote Greater Manchester as an active and strong voice in global issue on the international stage, map our international networks and identify opportunities for joint international working across the city-region.	GMCA International GMCA Policy Teams The Growth Company

		(inc. MM, MIDAS and others)
8.6	Strengthen our relationships and engagement with British and foreign diplomatic missions.	GMCA International

### 3. Performance Framework – Indices and Measures

Priority	Target	Monitor Indices (National)	Monitor Indices (GM Monitored)
Trade	<ul style="list-style-type: none"> <li>Our long-term ambition is to grow our goods and service exports at least in-line with the UK's average.</li> <li>Increase both the value of its goods and services exports at least as fast as the UK as a whole</li> <li>Increase the average value per export of our existing exporter base</li> <li>Increase the number of exporters across the city-region</li> <li>Diversify our exporting markets by increasing exports to markets outside of our top 10</li> </ul>	<b>Services (ONS) &amp; Goods (HMRC)</b> <ul style="list-style-type: none"> <li>Total value of goods and service exports</li> <li>Top export markets</li> <li>Total number of exporters</li> <li>Average value per exporter</li> <li>Value of exports across the districts (NUTS3)</li> <li>GM's Trade Deficit</li> </ul>	<b>DIT</b> <i>Number of export wins recorded by DIT for Greater Manchester</i>  <b>GM Chamber</b> <i>Number of processed Export Documents annually</i>
Investment (FDI) 2024	<ul style="list-style-type: none"> <li>Our long-term ambition to remain a consistent top 10 European location for FDI measured by our performance in the EY Attractiveness Survey.</li> <li>Increase the proportion of high-value jobs</li> <li>Increase Greater Manchester's average annual % market share of total UK FDI</li> </ul>	<b>Annual EY Attractiveness Survey.</b>  <b>DIT Annual FDI Data</b> <ul style="list-style-type: none"> <li>Number of jobs</li> <li>Number of projects</li> <li>% of UK Total FDI Jobs</li> </ul>	<b>MIDAS</b> <ul style="list-style-type: none"> <li>Number of R&amp;D projects</li> <li>Number of HQ projects</li> <li>Number of Low Carbon projects</li> </ul>
Visitor Economy	<ul style="list-style-type: none"> <li>Increase both the value of international leisure and business tourism</li> <li>Increase the volume of international leisure and business tourism arrivals through Manchester Airport</li> <li>Increase Greater Manchester's overall share of UK international visitors</li> </ul>	<b>International Passenger Survey (IPS)</b> <ul style="list-style-type: none"> <li>Volume and value of international visitors to the city-region</li> <li>Percentage of UK International visitor Market share</li> </ul>	<b>Marketing Manchester</b> <ul style="list-style-type: none"> <li>Number of conferences or events won</li> <li>Economic impact of business conferences and events.</li> <li>Media Coverage</li> </ul>

Research and Innovation	<ul style="list-style-type: none"> <li>Our long-term ambition is for Greater Manchester to be recognised as an international leader in research and innovation, with strengths in Cyber, Health Innovation, Advanced Materials, Manufacturing and Low Carbon, a place where the economic benefits of innovation are felt across the conurbation and our ideas are turned in to solutions that are shared with the world, helping to address some of societies greatest shared challenges.</li> <li>Maintain UoMs top 30 position on global QES education rankings</li> </ul>	<b>QES</b> <ul style="list-style-type: none"> <li>UoM's University Ranking</li> </ul> <b>Horizon Europe</b> <ul style="list-style-type: none"> <li>No. of GM cross border projects</li> </ul> <b>UKRI</b> <ul style="list-style-type: none"> <li>No. of GM cross border projects</li> </ul>	<b>MIDAS</b> <ul style="list-style-type: none"> <li>No. of R&amp;D intensive FDI projects</li> </ul>
International Students	<ul style="list-style-type: none"> <li>Increase the number of international students in Greater Manchester</li> <li>Diversify our international student base</li> </ul>	<b>HESA</b> <ul style="list-style-type: none"> <li>Number of International Students</li> <li>Market breakdown - % of students coming from outside our top 5</li> </ul>	
Marketing and Perception	<ul style="list-style-type: none"> <li>Secure and maintain a top 100 spot on the Global Resonance Cities Survey</li> </ul>	<ul style="list-style-type: none"> <li>Position Ranking on <b>Global Resonance City Index</b></li> </ul>	<b>Marketing Manchester</b> <ul style="list-style-type: none"> <li>Volume of media coverage and digital engagements</li> <li>Economic impact of promotional campaigns</li> </ul>
City-region Diplomacy			<b>GMCA</b> <ul style="list-style-type: none"> <li>Number of international visits hosted</li> <li>Number of policy exchanges</li> </ul>

<b>Acronyms</b>	
Business Growth Hub	BGH
The Department for International Trade	DIT
Greater Manchester Combined Authority	GMCA
Greater Manchester Chamber of Commerce	GM Chamber
The Growth Company	GC
Manchester Airport	MAG
Manchester City Council	MCC
Manchester China Forum	MCF
Manchester India Partnership	MIP
Marketing Manchester	GC – MM
MIDAS	GC – MIDAS
Transport for Greater Manchester	TfGM
Transport for the North	TfN
The University of Manchester	UoM
Visit Britain	VB

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## Greater Manchester Combined Authority

Date: 28 January 2022

Subject: Greater Manchester Information Strategy and CA and Executive Leadership

Report of: Councillor Martyn Cox, Leader of Bolton Council and Alison Mckenzie-Folan, Chief Executive of Wigan Council

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### PURPOSE OF REPORT:

This report sets out the Greater Manchester Information Strategy for comment and approval and to agree a Combined Authority Member and Chief Executive to lead and oversee its implementation.

### RECOMMENDATIONS:

The GMCA is requested to:

1. Approve the Greater Manchester Information Strategy.
2. Agree a lead Combined Authority Member (Cllr Martyn Cox) and Chief Executive (Alison McKenzie-Folan) to lead and oversee implementation of the GM Information Strategy.

### CONTACT OFFICERS:

Phillipa Nazari – Assistant Director Information Governance and Data Protection Officer,  
GMCA [phillipa.nazari@greatermanchester-ca.gov.uk](mailto:phillipa.nazari@greatermanchester-ca.gov.uk)

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BOLTON

BURY

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MANCHESTER

OLDHAM

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ROCHDALE

SALFORD

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STOCKPORT

TAMESIDE

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TRAFFORD

WIGAN

## Equalities Impact Assessment Results:

### Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion	G	<p>Reducing inequality is a key aim of all our work, and we should use information appropriately to tackle inequality, reducing exclusion and raising aspirations.</p> <p>We will aim to reduce inequality by improving information accessibility.</p> <p>Using information effectively to support the delivery of services for the people and businesses of Greater Manchester.</p> <p>Maintaining public trust and confidence in how their information is used.</p> <p>Better management, use and sharing of information, not about restricting innovative behaviour or developing new services and ways of working.</p>	
Health	G	<p>Using information effectively to support the delivery of health services for the people and businesses of Greater Manchester.</p>	
Resilience and Adaptation			
Housing			
Economy	G	<p>Developing career pathways for information professional roles.</p> <p>Development and take-up of national apprenticeship for information governance and data protection.</p>	
Mobility and Connectivity	G	<p>Better use of personal information supports every digital priority. Placing a premium on the information and data we steward is essential to ensuring everyone in our city region is able to benefit.</p> <p>It is vital that digital infrastructure for data sharing can be delivered efficiently and safely to ensure it is sustainable.</p> <p>Providing assurance to support the development of GM digital transformation programmes and projects.</p>	
Carbon, Nature and Environment			
Consumption and Production			
Contribution to achieving the GM Carbon Neutral 2038 target			
<b>Further Assessment(s):</b>	Equalities Impact Assessment		
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.

## Carbon Assessment Results:

### Carbon Assessment

Overall Score				
<b>Buildings</b>	<b>Result</b>	<b>Justification/Mitigation</b>		
New Build residential	N/A			
Residential building(s) renovation/maintenance	N/A			
New Build Commercial/Industrial	N/A			
<b>Transport</b>				
Active travel and public transport	N/A			
Roads, Parking and Vehicle Access	N/A			
Access to amenities	N/A			
Vehicle procurement	N/A			
<b>Land Use</b>				
Land use	N/A			
No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.

## **Risk Management:**

With an ambitious agenda around digital and economic growth via innovation and data driven industry the use of data presents risks which need to be fully understood and considered at the political level. This serves to support and provide assurance that those agendas are being appropriately supported and subject to the right level of scrutiny on these key issues. The political landscape around regulation and use of information and data is a rapidly changing one. Greater Manchester in a good position to have a collective political voice, building on decades of good practice in shaping the appropriate use of information and data to support the GM city region.

Used badly, data could harm people or communities, or have its overwhelming benefits overshadowed by public mistrust. Equally, reluctance to securely share and use data undermines the performance of public services and risks causing harm by missing opportunities to help those most in need.

## **Legal Considerations:**

Compliance with the Data Protection Act and UK General Data Protection Regulations (GDPR), including management of data security incidents and individual rights compliance.

## **Financial Consequences – Revenue:**

Increase in staffing budget costs across GMCA and TfGM in implementing a team structure to support the delivery of work with districts, health and care and across the city region.

## **Financial Consequences – Capital:**

None.

## **Number of attachments to the report: 1**

Draft Greater Manchester Information Strategy

**Comments/recommendations from Overview & Scrutiny Committee** N/A.

**BACKGROUND PAPERS:**

'Attitudes to data and information sharing for public benefit', Greater Manchester Combined Authority, July 2018

<b>TRACKING/PROCESS</b>	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	Yes
<b>EXEMPTION FROM CALL IN</b>	
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	N/A
GM Transport Committee	Overview & Scrutiny Committee
N/A	N/A

## **1. BACKGROUND**

- 1.1 Every day, 2.5 quintillion bytes of new data are produced. This information is managed, shared and used by billions of people and millions of organisations all across the world. Through this connected information ecosystem, people can make better decisions, develop new products and services, and live lives that they have reason to value. But we must also be wary of the harms – intended or unintended – from an information ecosystem that does not act responsibly, ethically, inclusively, and legally.
- 1.2 In the UK, the right to respect for private and family life in the Human Rights Act 1998 means that everyone has the right to respect for their private and family life, their home and their correspondence. The Data Protection Act 2018 controls how personal information is used by organisations, businesses or the government. Data ethics relates to practice around how data is collected, used and shared. It is especially relevant when data activities have the potential to impact people and society, bridging the gap between legal compliance and public acceptability.
- 1.3 Information and data is central to all our work in Greater Manchester. A shared GM operating model that treats information and data as a valuable asset is vital to deliver our ambitions for public services and digital innovation. Demonstrating good Information governance and management is an enabler for information sharing across organisations, deriving value and insight from information and data and supporting innovation in technological advancements. It builds strong foundations on which organisations can develop their information eco systems and build confidence within their workforce and develop trust with the public.
- 1.4 Information governance refers to the management of information at an organisational level. Compliance with the Data Protection Act and UK General Data Protection Regulations are important elements of a wider framework that includes data collection and use, transparency, contracts and agreements, records management, business useful data, DPIA, individual rights, training and awareness, policies and procedures.

- 1.5 The Government's consultation on a National Data Strategy<sup>1</sup> in 2020 stated that data sharing is fundamental to effective government and the running of public services but not an end in itself. Data needs to be shared to drive improvements in service delivery and benefit citizens. For this to happen sustainably and effectively, public trust in the way data is shared and used is vital. Without such trust, the government and wider public sector risks losing society's consent, setting back innovation as well as the smooth running of public services. Maximising the benefits of data driven technology therefore requires a solid foundation of societal approval.
- 1.6 In July 2020, the Centre for Data Ethics and Innovation (CDEI) published its report on 'Addressing trust in public sector data use'<sup>2</sup>. The report highlighted a number of barriers to data sharing: legal; technical; and cultural. These barriers are reinforced by low public awareness of data sharing and an absence of a developed understanding of public acceptability, both of which give rise to an environment of 'tenuous trust'. This uncertainty hinders the progression of projects that could be of huge societal benefit. The GMCA's 'Attitudes to data and information sharing for public benefit' in 2018, highlighted variable levels of public trust and support for data sharing and privacy concerns in Greater Manchester.
- 1.7 It is important to note that Greater Manchester is a leading region in the area of information governance, for example:
- Leading a National IG and Data Protection Practitioner apprenticeship due for formal approval in July 2021.
  - Leading on development of a city region ethics approach to innovation with the Centre for Data Ethics and Innovation (CDEI).
  - Led development of a new Digital Data Protection Impact Assessment tool (Dapian), shortlisted for a 2020 iNetwork Innovation Award and winner of a 2021 Digital Leaders Impact Award for Trust, Ethics & Privacy.
  - The First Combined Authority to achieve NHS Data Security and Protection Standards to enable Covid-19 data sharing in 2020.

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<sup>1</sup> [UK National Data Strategy - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/national-data-strategy)

<sup>2</sup> [CDEI publishes its first report on public sector data sharing - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/addressing-trust-in-public-sector-data-use)

- Recognised by other cities as good practice in GM's Covid-19 Data Sharing guidance.

## **2. THE DRAFT GREATER MANCHESTER INFORMATION STRATEGY**

2.1 Better use, management and sharing of information is an enabler for the delivery of the Greater Manchester Strategy. An Information Strategy will provide a cohesive ambition underpinned by a delivery plan to supporting ambitions around understanding and improving equality, ethical service delivery, and productivity.

2.2 The vision of the GM Information strategy is to:

*'create a better information ecosystem that realises the full potential of information; manages, shares, and uses information responsibly; helps to tackle our most serious challenges; and supports GM's wider ambitions'.*

2.3 The vision is supported by information principles, to guide our work:

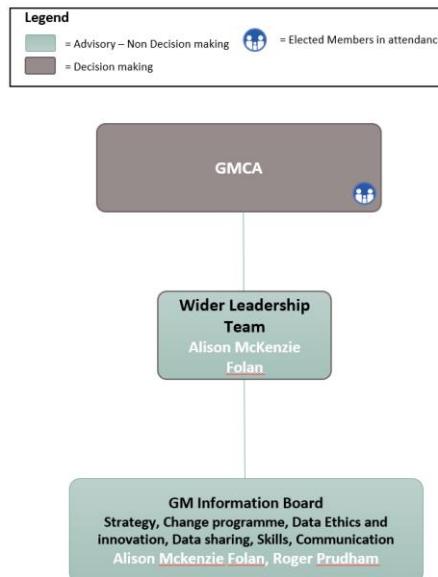
- Doing the right things with information
- Valuing information
- Information-led decision-making
- Reducing inequality
- Forging strong relationships
- Building trust and confidence
- Fostering a culture of openness
- Empowering the workforce
- Connecting our work
- Doing things differently

2.4 The draft GM Information Strategy has six missions:

- Create an information governance framework for Greater Manchester that acts together as one<sup>3</sup>.
  - Develop and implement the tools, infrastructure and standards needed to manage and use information properly.
  - Foster trust between the people, communities, and businesses of Greater Manchester through greater transparency.
  - Promote and maintain the responsible and ethical use of information.
  - Enhance the skills, capabilities and behaviours for good information management.
  - Establish an inclusive and proactive governance framework to drive the strategy.
- 2.5 Extensive consultation and engagement for the development of the draft Strategy has been carried out since late 2019, overseen by the GM Information Board (see appendix 1).
- #### 4. PARTNERSHIP GOVERNANCE
- 4.1 The Chair of the Wider Leadership Team has previously appointed the Chief Executive of Wigan Council to lead and have oversight of the development of the GM Information Strategy. As a consequence, the Greater Manchester Information Board, an advisory group which co-ordinates partnership activity around the GM Information Strategy, is now chaired by Alison Mckenzie-Folan.
- 4.2 In its terms of reference, the principal role of the GM Information Board is to enable the delivery of the Greater Manchester Strategy through improved information sharing. To support this, its role is to develop a strategy to improve information strategy for delivery of the city region's ambitions and progress it through delivery, identifying and prioritising resources and opportunities.
- 4.3 Current partnership governance to deliver the GM Information Strategy is as follows:

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<sup>3</sup> This mission recognises that in information legislation GM organisations are separate legal entities but refers to how with consistent practices, collaboration and shared tools we can foster and support joint decision-making.



- 4.4 The GM Information Board terms of reference are attached as Appendix 2.
- 4.5 Now that the Strategy has been prepared it is considered important and helpful to have political leadership and it is therefore proposed that Cllr Martyn Cox is appointed as the Combined Authority lead member for the Strategy.

## 5. RECOMMENDATIONS

- 5.1 The GMCA is requested to:
- Approve the Greater Manchester Information Strategy.
  - Agree a lead Combined Authority Member (Cllr Martyn Cox) and Chief Executive (Alison McKenzie-Folan) to lead and oversee implementation of the GM Information Strategy.

## **Appendix 1 – Summary of GM Information Strategy stakeholder engagement**

October 2018 – First meeting of GM Information Board.

February 2019 – GM Information stakeholder workshop.

July 2019 – Draft vision and principles agreed by GM Information Board.

July 2019 - Greater Manchester HRD Forum - Greater Manchester Information Strategy and Framework

September 2019 – First draft GM Information Strategy circulated to GM stakeholders.

September 2019 - Presentation/QA AGMA Heads of Procurement Group re: Greater Manchester Information Strategy and Framework

April-May 2020 – Stakeholder feedback collated and reviewed.

June 2020 – Second draft GM Information Strategy presented to GM Information Board.

Sept-Oct 2020 – Engagement sessions with VCSE, Housing Providers and Digital Strategy.

February 2021 – Third draft GM Information Strategy presented to GM Information Board.

June 2021 – GMCA and GM local authorities socialisation.

July 2021 – Final draft GM Information Strategy presented to GM Information Board.

## **Appendix 2 – GM Information Board Terms of Reference**

### **Draft Terms of Reference: GM Information Board**

**Chair:** Alison Mckenzie-Folan, Chief Executive of Wigan Council.

**Deputy Chair:** Dr Roger Prudham, Clinical Director at Pennine Acute and Caldicott Guardian.

**SRO:** Phillipa Nazari, Assistant Director IG and Data Protection Officer, GMCA.

**Purpose:** Strategic oversight and coordination of the GM system approach to better use of information and data through consistent principles and standards with regards of Information Governance and Data Sharing.

<b>Version</b>	<b>Date approved</b>	<b>By</b>
v2.0	22/11/2022	GM Information Board

#### **1 Context**

1.1 The Greater Manchester Strategy sets out the vision for Greater Manchester - to make the city region one of the best places in the world to grow up, get on and grow old.

1.2 Information and data is a vital resource, not just for Greater Manchester's needs today but those of future generations. In a digital age in which control of the information and data economy has steadily become consolidated, valuing the information and data we steward is essential to ensuring everyone in our city region is able to benefit from this valuable resource. This is reinforced by the data protection legislation that requires accountability for organisations and the transparency rights of individuals – our residents have the right to know what is happening with their information at levels of granularity not before obligated.

1.3 A shared understanding of the landscape that governs how information and data is used – and the fundamental context of human rights in which it is set – is vital if public, private

and voluntary sectors collaborate are to transform services safely. Of equal importance is developing an evidence-based, ethical approach – because we will only secure the trust and confidence of our citizens if they are able to see that we are doing the right things with their information and data.

## **2 Purpose**

2.1 The principal role of the GM Information Board is to develop and deliver an information strategy to enable the city region's ambitions. The Board will lead and drive work to 'create a better information ecosystem that realises the full potential of information; manages, shares, and uses information responsibly; helps to tackle our most serious challenges; and supports GM's wider ambitions'.

2.2 In practice this means:

- Creating an information governance framework for Greater Manchester that acts together as one.
- Developing and implementing the tools needed to manage and use information safely, responsibly and ethically.
- Putting in place the infrastructure needed to effectively manage and share information.
- Promoting and maintaining the responsible and ethical use of information.
- Enhancing the skills, capabilities and behaviours for good information management.
- Establishing an inclusive and proactive governance framework to drive the strategy.

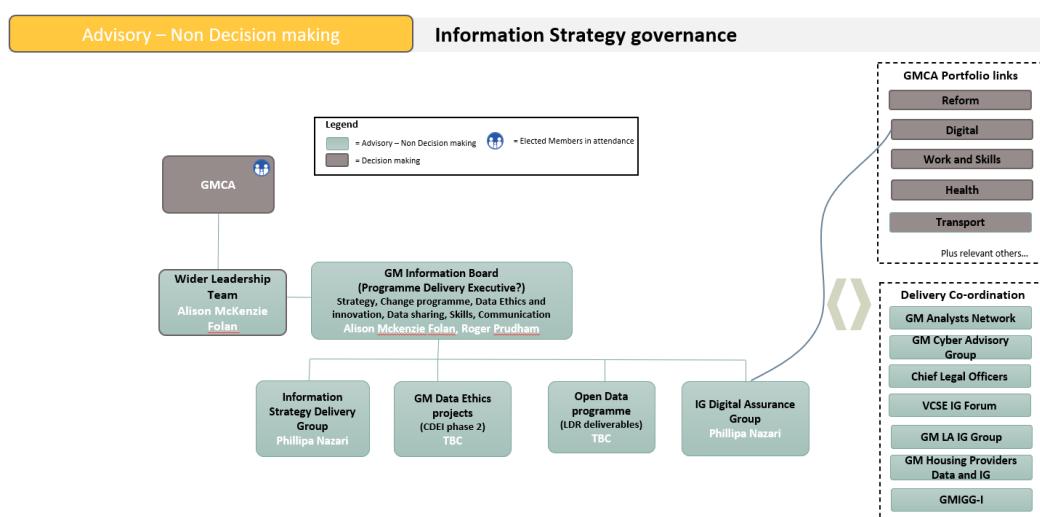
## **3 Roles and Responsibilities**

3.1 The GM Information Board will:

- Provide system leadership across GM to improve how information is shared to support the GM system in all its ambitions.
- Support and provide direction to the development of a strategic information sharing approach across GM programmes.
- Set the high-level roadmap and milestones for a delivery programme.
- Identify gaps, opportunities and priorities that require action including joint working, additional resourcing, funding opportunities and investment or other activity to deliver the GM Information Strategy.
- Identify any specific strategic concerns or threats to delivery.
- Provide a forum for key stakeholders from Greater Manchester to identify opportunities for activities to be aligned or connected across the city region and beyond, actively bringing the power of their networks to support GM Information Sharing.

### **Relationships with other groups and boards**

- 4.1 The following diagram summarises GM Information and Data Sharing governance arrangements and relationships between the Delivery Executive and other groups:



## **5 Accountability**

5.1 The GM Information Board is accountable to the GM Wider Leadership Team, provides a city region an advisory function and create opportunities and links across the GM system.

## **6. Ways of Working**

6.1 The following ways of working are agreed:

- The Chair may invite guests appropriate for the agenda.
- Any member of the Board may propose an agenda item for consideration with a minimum of a fortnight's notice. In addition, there will be a standing "Any Other Business" item on the agenda for brief items to be raised.
- Recorded actions of the meeting will be distributed to all Board Members.
- A quorum of at least four Board Members is required to agree decisions and actions at a Board Meeting.
- Decisions require the support of the majority of meeting attendees.

## **7 Meeting dates**

7.1 The GM Information Board will meet bi-monthly with dates set 12 months in advance. Additional meetings may be requested by the Chair during intense periods of activity.

## **8 Membership**

**Chair:** Alison Mckenzie Folan, Chief Executive of Wigan Council.

**Deputy Chair:** Dr Roger Prudham, Clinical Director at Pennine Acute and Caldicott Guardian.

**SRO:** Phillipa Nazari, Assistant Director IG and Data Protection Officer, GMCA and TfGM.

**Other members:**

<b>Representatives</b>	<b>Nominated by</b>
GM Local Authorities	GM CLOs
GM Public Service Reform portfolio lead	GMCA
GM Digital portfolio lead	GMCA
GM HSCP / GM ICP	GM Partnership Board / GM ICP
GM CCGs / GM ICB	PEB / GM ICB
GM NHS providers	Provider Federation Board
GM Primary Care providers	Primary Care Board
TfGM	TfGM
GMP	Greater Manchester Police
Growth Company	Growth Company
Manchester Airport Group	Manchester Airport Group
VCSE	GM VCSE Leadership Group
GM Housing Providers	GM Housing Providers

**Co-opted members:**

To be able to obtain professional input when considering issues that relate to information and data for the people of Greater Manchester, the Board may appoint co-opted members because of their knowledge and experience by agreement with the Chair and Deputy Chair.

Dr Amir Hannan MBE, GP and GM LMC
Lauren Coulman, GM Responsible Tech Collective
Julian Tait, Open Data Manchester

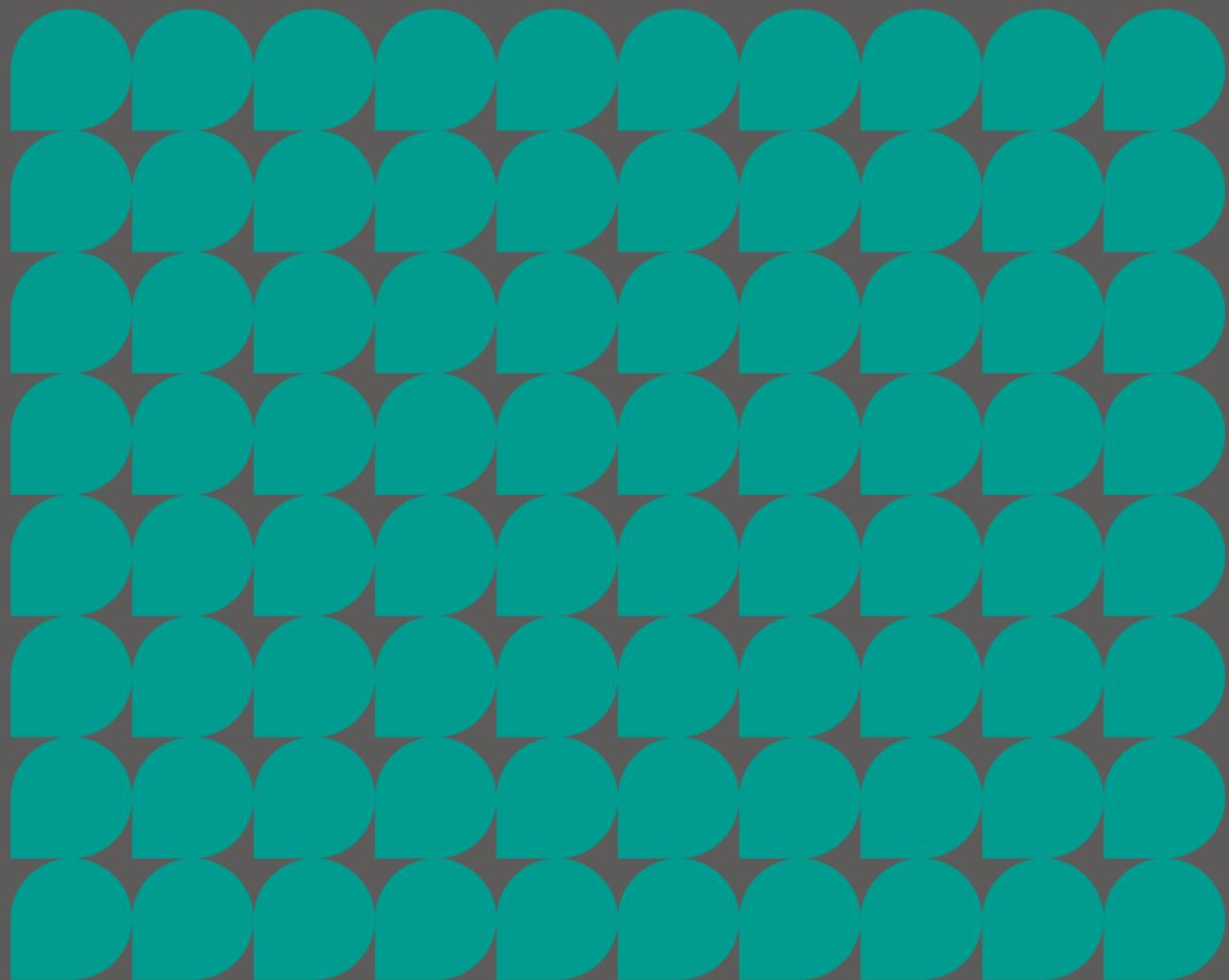
**9 Secretariat**

The GM Information Board will be supported by the GMCA Information Governance Service.

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# Greater Manchester Information Strategy

FINAL DRAFT January 2022



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# Introduction

Every day, 2.5 quintillion bytes of new data are produced. This information is managed, shared, and used by billions of people and millions of organisations across the world. Harnessing this connected information ecosystem can help people to make better decisions, develop new products and services, and live lives that they have reason to value. This is the scale of the opportunity for a better information ecosystem in Greater Manchester.

But we must also be wary of the harms – intended or unintended – from an information ecosystem that does not act responsibly, ethically, inclusively, and legally. And we must be vigilant to how that affects various parts of our society.

The public sector is a big part of that information ecosystem. We have a duty to ensure the information we manage, share and use is done so responsibly, efficiently, and effectively.

Greater Manchester is the best scale at which to do this. We are small enough to know and understand one another, working together daily to improve the health, wellbeing and prosperity of our residents and business. And we are big enough to make a difference.

To create a better information ecosystem is the right thing to do for Greater Manchester. It creates trust in our institutions and enables us to work in a way which is evidence-led, place-based and person-centred. But it can also support the achievement of our ambitions, as defined in the Greater Manchester Strategy – to aid recovery, to support economic growth, and to reduce inequality.

We need to ensure across Greater Manchester that we are doing the right things with information. But that does not mean we cannot do things differently. In fact, we will need to do things differently with information if we are to tackle our toughest challenges and achieve our bold ambitions.

As such, we cannot see the Information Strategy as a standalone plan. It should also enable the development and implementation of the Greater Manchester Strategy as well as other strategies, and it should be interwoven into the very fabric of everything we do in Greater Manchester.

# Our Strategy

Information, and how we use it, underpins our day-to-day lives: how we access goods and services, how we interact, how we work, and what we choose to do. It is therefore vitally important that our information ecosystem is thriving and well-connected. To do this, we must focus on the foundations of good information management; making information sharing simpler, easier, more effective, and safer; ensuring we do the right things with data, while also being innovative to realise the full potential of information.

Greater Manchester's information ecosystem includes the management, use and sharing of information. It includes a diverse community of people and organisations, the networks of infrastructure, processes, and services.

Our vision sets out what we want from a better information ecosystem:

We will create a better information ecosystem that realises the full potential of information; manages, shares, and uses information responsibly; helps to tackle our most serious challenges; and supports Greater Manchester's wider ambitions.

Our vision will be supported by our information principles, which will guide our work:

- Doing the right things with information
- Valuing information
- Information-led decision-making
- Reducing inequality
- Forging strong relationships
- Building trust and confidence
- Fostering a culture of openness
- Empowering the workforce
- Connecting our work
- Doing things differently

Our vision will be realised through the successful completion of six missions:

1. Foster trust between the people, communities, and businesses of Greater Manchester through greater transparency
2. Promote and maintain the responsible and ethical use of information
3. Establish inclusive and proactive governance to drive the strategy
4. Enhance the skills, capabilities, and behaviours for good information management
5. Develop and implement the tools, infrastructure and standards needed to manage and use information properly
6. Create an information governance framework for Greater Manchester that acts together as one

# Our Vision

We will create a better information ecosystem that realises the full potential of information; manages, shares, and uses information responsibly; helps to tackle our most serious challenges; and supports Greater Manchester's wider ambitions.

Information is a vital resource, not just for Greater Manchester's needs today but those of future generations. Collectively, Greater Manchester has an opportunity to do more and do better with the information we have. And it also has a responsibility to act ethically, treating information sensitively and securely. How we choose to manage, share, and use information shows the world who we are and what we stand for. We are a city region that is not afraid to do things differently with information, but not at the expense of doing the right things.

Greater Manchester faces many difficult, generational, and interconnected challenges:

- A **climate challenge**, in becoming a smarter, greener city region and responding to the impacts of climate change.
- An **equalities challenge**, in creating a fairer society.
- An **economic challenge**, in growing our economy, creating new opportunities for our young people, and ensuring that our residents can prosper.
- And a **health challenge**, in responding to and recovering from the effects of the coronavirus pandemic and improving the health and wellbeing of our residents.

We can only face these challenges by marshalling our resources and using them effectively. One of our biggest resources is information.

Now is the time to ensure we realise the full potential of that information.

Now is the time to shift our thinking, from information being a risk that must be managed, to being an asset that should be valued.

Now is the time for a better information ecosystem.

Greater Manchester's information ecosystem includes everyone – people, businesses, the public sector and the community and voluntary sector. In the face of events such as the COVID-19 pandemic, we cannot allow ourselves to work within the superficial safety of our own organisation's rules and boundaries. Indeed, we have a moral and legal duty to future proof our city region if a similar global crisis were to strike again.

To create a better information ecosystem, we must grow and support its three core components:

- **Our information environment** – the processes, procedures, and legal requirements for managing, sharing, and using data, as well as the structures we have built, such as our ethical frameworks.
- **Our information society** – the people working with information daily, from information governance professionals, to policymakers, to new product developers. These people are the core of our information ecosystem.
- **Our information economy** – the businesses and organisations that use information daily to create new products and services, contributing to growth and prosperity.

Every day, we create, share, and use lots of information to make decisions that impact not only our lives, but also the lives of others. It is a complex and diverse ecosystem, but it is also uniquely placed to face these challenges and help to realise our ambitions.

As a city-region, we are small enough to work closely together and aim for common goals. And we are big enough to make a difference. That is why this strategy aims to use our information responsibly and effectively to help achieve our ambitions.

It aims to do this in three important areas: better management of information, better sharing of information, and better use of information.

We need to create a better information management system that reduces apprehension around information governance, simplifies and harmonises processes, promotes trust and engagement, is inclusive, and allows information to be linked and shared.

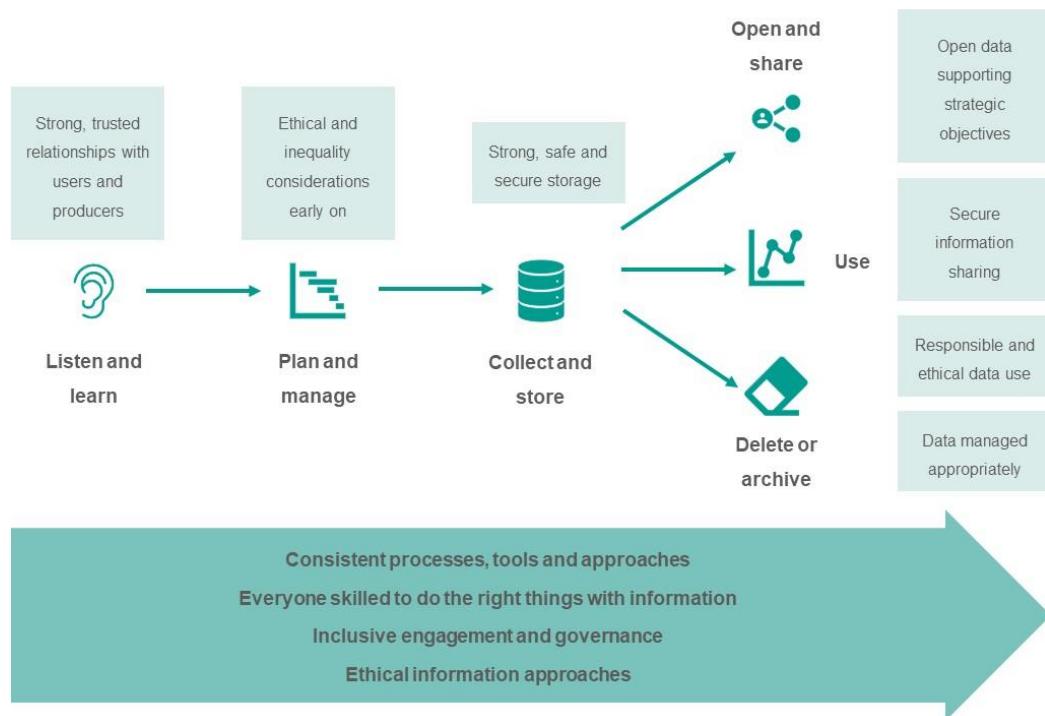
We need to improve the responsible sharing of information that is of value to the people of Greater Manchester and ensure that information flows to where it is needed.

We need to use information responsibly, aiming to reduce inequality, raise productivity, and respond to the needs of the people of Greater Manchester. And we must treat information as the asset it is, valuing it appropriately.

To achieve this vision, we will set ourselves six missions, underpinned by a range of principles that will direct how we deliver this better information ecosystem.

Together, we must build a better information ecosystem, to ensure we can create a greener, fairer, and more prosperous Greater Manchester. This strategy identifies how the public sector, in partnership with the people, communities and businesses of Greater Manchester, can make that happen.

# What does success look like?



The diagram above illustrates a whole system working together to ensure that the right people have the right information at the right time, safely, securely, legally, and ethically. This is enabled by consistent approaches, skills, and inclusive engagement.

# Our Information Principles

Our vision will be supported by our information principles, which will guide our work:

- Doing the right things with information
- Valuing information
- Information-led decision-making
- Reducing inequality
- Forging strong relationships
- Building trust and confidence
- Fostering a culture of openness
- Empowering the workforce
- Connecting our work
- Doing things differently

## Doing the right things with information

We will protect the people of Greater Manchester by doing the right things with data, aiming to be as open as possible and as closed as necessary.

It is important to ensure we meet our legal and statutory obligations, to protect the people and businesses of Greater Manchester. This will mean that we can open more information for sharing and re-use while ensuring that information is used correctly, and people's rights to privacy are protected.

## **Valuing information**

We will value information, acting responsibly and using it effectively to support the delivery of services for the people and businesses of Greater Manchester.

An important aspect of using data appropriately is to correctly value information. It is important that we change our culture to value information as an asset – to use it to its fullest potential, but also realise the wider value it can generate by sharing and re-using it. By doing so we can make better use of information and support the growth of the information economy.

## **Information-led decision-making**

We will ensure that information sits at the heart of decision-making, and as such that we explore how we can make information more visible, more open and of better quality, to aid better decision making.

For information to be effectively used, it needs to be interpreted, analysed, and published. This principle aims to ensure we make the most effective use of information in decision-making, by making information more visible wherever possible, sharing our analysis rather than simply data, and ensuring that the information we use is of high quality.

## **Reducing inequality**

We will always ensure information is used to reduce inequalities and raise inclusion so that everyone benefits from our work.

Inequality affects everyone. Reducing inequality is a key aim of all our work, and we should use information appropriately to tackle inequality, reducing exclusion and raising aspirations. Similarly, we will aim to reduce inequality by improving information accessibility.

## **Forging strong relationships**

We will forge a stronger relationship with the people of Greater Manchester, work closely with our business, voluntary and academic sectors, and function as one GM system.

The voices of information producers and users – people, businesses, academia and the third sector, in addition to the public sector – should be heard and included within discussions about how their information is used, and how they would like to use information. It is therefore vitally important that strong relationships - built on trust - are forged, to gather and include these views.

## **Building trust and confidence**

We will work to gain and maintain the trust of the people of Greater Manchester, so that they will feel confident that their personal information will be managed appropriately by Greater Manchester organisations.

To form relationships and include all voices in how we manage, share, and use information, we must build trust and confidence in our approaches. Our work should show that we are doing the right things with information, communicating regularly to show what we are doing, and why we are doing it.

## **Fostering a culture of openness**

We will foster a culture of openness that not only meets our transparency obligations, but also goes further to support thriving people, places, and organisations in Greater Manchester.

Openness is not simply about transparency. It is about relationships, building trust and confidence.

## **Empowering the workforce**

We will empower the Greater Manchester workforce to feel confident in managing, sharing, and using information effectively.

All public sector workers need to understand their role in creating a better information ecosystem. This requires effective communication and ensuring that all workers have the necessary skills to understand and play their part in doing the right things with information.

## **Connecting our work**

We will connect our work across the city region, to aim for an ask once approach that supports better management, sharing and use of information for the people and businesses of Greater Manchester.

There is a range of good practice across the entire public sector in Greater Manchester. We need to learn from the best, implement and expand practices that work, and simplify structures and approaches. This requires a better connection between our work, stronger governance and overview, and wider sharing of what works.

## **Doing things differently**

We will use and build upon our devolved powers to do things differently in how we use information to support the people and businesses of Greater Manchester.

Ensuring we meet our legal and ethical obligations around information does not stop us from doing new, innovative, and exciting things with information. Good information management is about enabling better management, use and sharing of information. It is not about restricting innovative behaviour or developing new services and ways of working. We should always keep in mind new ways to work with information that truly benefit the people and businesses of Greater Manchester.

# Our Missions

Our vision will be realised through the successful completion of six missions:

1. Foster trust between the people, communities, and businesses of Greater Manchester through greater transparency
2. Promote and maintain the responsible and ethical use of information
3. Establish inclusive and proactive governance to drive the strategy
4. Enhance the skills, capabilities, and behaviours for good information management
5. Develop and implement the tools, infrastructure and standards needed to manage and use information properly
6. Create an information governance framework for Greater Manchester that acts together as one

# **Mission 1: Foster trust between the people, communities, and businesses of Greater Manchester through greater transparency**

Trust is essential to delivering better public services – public trust and trust between data sharing organisations. The public's awareness and trust in the public sector's use of their data varies between organisations. Individuals, families, and businesses need to trust in the organisations and people making those decisions. That trust is built through openness, transparency, and an understanding that Greater Manchester's public sector organisations will do the right things with their information. With greater trust, people and businesses are more likely to engage with public services.

A range of work has taken place across Greater Manchester to enhance public understanding and awareness of how data is used, including work with Troubled Families, supporting school readiness, use of the Adult Social Care dataset and others.

## **What are we doing?**

Actively engaging with GM organisations and residents on the Government's recent

Data Protection regime consultation, with local events with partners and stakeholders.

Supporting the expansion of Open Data Manchester's Declaration for Responsible and Intelligent Data Practice.

Explore the development of a GM algorithm register, focusing on data's impact on people, not the complexity of the technology involved.

Exploring how increasing openness in public sector information can enhance trust and build new relationships with individuals, families, and businesses.

# **Mission 2: Promote and maintain the responsible and ethical use of information**

Data ethics is an emerging set of practices and behaviours around the governance of data and data-driven technologies that are aligned with the public's expectations of ethical practice. The regularly changing nature of data, technology, and public opinion means that data governance works best when it is derived from a set of principles that are clear to the public and guide decisions.

Identifying and addressing data ethics challenges which may arise, while also deliberating with citizens to understand what is publicly acceptable, is what leads to being trustworthy. Similarly, organisations need to be supported in their openness – creating and maintaining the relevant infrastructure to make information open to the people and businesses of Greater Manchester. Enhancing openness can also support the public sector to ensure it maintains and improves the responsible and ethical use of information.

This mission should aim to put in place the right ethics processes and procedures to support better and more responsible use of information. Furthermore, it should actively promote Greater Manchester as a responsible and ethical city region, building trust, and helping to support the growing cybersecurity industry.

## **What are we doing?**

- A Local Data Review of the open data ecosystem in Greater Manchester sought to comprehensively understand how data was being used by public sector and other organisations in the area, and what could be done to create more public value from it.
- Exploring ethical data governance through lead projects with the Centre for Data Ethics and Innovation (CDEI).
- Develop a pan-GM Information Sharing Agreement (ISA) for multiple disadvantage through the Changing Futures programme.

# Mission 3: Establish inclusive and proactive governance to drive the strategy

Information impacts on all parts of the GM system – from our legal responsibilities, through our security procedures, to how we use that information to make better decisions. This mission seeks to make governance of information as inclusive as possible, and be proactive in supporting openness, responsibility, and the valuing of information.

National legislation makes no reference to data and technology use at the local level: the Cities and Local Government Devolution Act 2016 does not contain provisions directly related to data, data protection or information governance; and the Digital Economy Act contains few references to local authorities, and these are limited to duties such as management of civil registrations. Greater Manchester is therefore in the position of needing to use the powers it has in health and social care, transport, economic development, policing, and many other areas, to convene discussion and direction of local data collection and use into a system that governs often sensitive information for the benefit of local citizens.

## What are we doing?

- Taking forward the Centre for Data Ethics and Innovation's (CDEI) strategic advice on Greater Manchester's data governance.
- Reviewing partnership governance in Greater Manchester to ensure it is fit for purpose to drive the delivery of the GM Information Strategy.
- Greater Manchester housing providers are collaborating to develop a consistent data governance framework.

# **Mission 4: Enhance the skills, capabilities, and behaviours for good information management**

People need to feel confident – at all levels – in the management, sharing and use of information in Greater Manchester’s information ecosystem. This mission therefore has both a public and an organisational focus – raising the knowledge and awareness amongst our residents, businesses, and organisations of what good information management looks like; and ensuring we have the right skills, capabilities, and awareness to deliver that.

## **What are we doing?**

- Leading the development of a new national Data Protection and Information Governance Practitioner Apprenticeship with the Institute for Apprenticeships and Technical Education to strengthen recruitment, development, and retention.
- The GM Responsible Tech Collective is developing a replicable place-based and community-led model for responsible tech engagement through its Citizen-led Security Standards project.
- Supporting VCSE workforce development on information governance through the delivery of training.

# **Mission 5: Develop and implement the tools, infrastructure and standards needed to manage and use information properly**

To build a good foundation for our information ecosystem, we need the right tools, infrastructure, and standards in place. Standards ensure consistency and can help everyone to better use and understand information. Infrastructure helps us to share and manage information. And tools help us to use and interrogate information, to fully realise its value.

This mission aims to develop the right information tools for Greater Manchester built on user experience and best practice. These tools will help to better identify need, support transparency, improve the confidence of the workforce, and support an enabling approach to information governance.

An example is Mapping GM, which brings together geospatial data about Greater Manchester. Through a range of maps, the website makes this information open to use for all, with most of the data freely available to download. Similarly, the development of a new Digital Data Protection Impact Assessment (DPIA) tool is one example where the development of consistent tools and resources can make managing and sharing data easier.

Having the right data infrastructure in which to share information for digital public services is critical. It is vital that digital innovation can be delivered efficiently and safely to ensure it is sustainable. Data collection, storage, and computational analysis solutions are new technologies that will have applications in many domains.

But this all rests on good, well-maintained, and consistent standards. In the same way that standards can ensure people receive the same level of care, or that goods and services are of good quality, information standards can also improve our lives. They can ensure that your salary goes directly to your account, and they can ensure your food delivery comes to the right address. For the public sector, information

standards can help support greater transparency, and can provide consistent open data for businesses to build new products and services.

## **What are we doing?**

Deploying a Digital Data Protection Impact Assessment (DPIA) tool that has been developed with national partners, initially in the GMCA and to be promoted across the city region.

The voluntary, community and social enterprise (VCSE) sector is working with micro-, small- and medium-sized voluntary, community and social enterprises to develop their own information governance tools and resources.

Ensuring that relevant GM organisations continue to meet the requirements of the NHS Data Security and Protection Standards.

Developing and putting in place new data standards for open data in Greater Manchester, focused on transparency and supporting new business development.

# **Mission 6: Create an information governance framework for Greater Manchester that acts together as one**

To manage, share and use information effectively, public services need to have consistent information governance policies and practices.

Information governance refers to the management of information at an organisational level. Compliance with the Data Protection Act and UK General Data Protection Regulations are important elements of a wider framework that includes data collection and use, transparency, contracts and agreements, records management, business useful data, DPIA, individual rights, training and awareness, policies, and procedures.

This mission is about ensuring that our information governance work is aligned through a shared framework for understanding the actions, roles and tools needed at each stage of the Information Governance process for data collaboration projects. This mission will require joint working and the development of a well-informed and confident workforce.

## **What are we doing?**

- Working with GM Local Authorities to strengthen shared ways of working, policies, and tools to enable effective information assurance for projects.
- Providing assurance to major GM programmes and projects, such as supporting Troubled Families, the development of a Clean Air Zone, and public transport ticketing reform, to ensure people's information rights are fully protected.
- Establishing a single, shared Information Governance service for the GMCA and TfGM.

# **What does this strategy mean for you?**

## **Are you a resident of Greater Manchester?**

This strategy sets out how we will listen to you, building relationships with you, and gain your trust and confidence in our management of your data. We will use your data correctly, and make sure that – only where we can – we deliver the best public services to you, informed by your information.

## **Are you a business?**

Many businesses build products and services based on public sector open data. Ensuring that data is findable, accessible, interoperable, re-usable and, above all, excellent quality, can help businesses to build new products and services on the back of it.

We will put information at the heart of our decisions, supporting you through challenges in the best way possible. We will engage with you regularly, understanding your information needs and working closely to realise the full potential of information. You will be able to rely on our open data and build products and services on top of it.

## **Are you a part of the public sector?**

Public service transformation requires information about those services, how they operate, and what information is collected. Data sharing enables the collaboration needed to deliver place-based, person-centred services. While providing the right information at the right time can help make better decisions, the public sector itself needs to become better users of its own data.

We will put in places the tools, processes, infrastructure, and support that you need to do your job properly. Good information management is everyone's responsibility, and we will provide the guidance and leadership to make that happen.

## **Are you part of the voluntary, community or social enterprise sector?**

We want to ensure you have access to the information you need to make decisions about the products and services you provide. Whether it's identifying a new opportunity, or ensuring your clients are well-supported, we aim to consider your information needs in our plans for open information.

## **Are you an academic or researcher, hoping to work with information about Greater Manchester?**

Information can help foster innovation and growth, as well as highlight new and better ways of working for the public sector. We want to develop a stronger relationship with academia for cooperation around joint research projects.

# Our Next Steps

For Greater Manchester to achieve its ambitions we need the information ecosystem to work together. That is why this strategy will form the basis of an open and transparent action plan, that aims to deliver the strategy.

We will continue to build effective collaboration with the public sector, business, academia and voluntary, community and social enterprises.

Laying the right information foundations now will create an effective, safe, and secure information ecosystem, and enable existing and future strategies to be realised.

This means inclusive partnership and meaningful collaboration, an open engagement approach and the development of a shared delivery programme for Greater Manchester.

This approach will enable us to provide public trust and confidence, information security confidence, robust and proportionate data governance and transparency around ethical issues.

# **Appendix A: Timeline - What we have achieved together**

**2011** – The Greater Manchester Combined Authority (GMCA), Local Economic Partnership (LEP) and Transport for Greater Manchester (TfGM) are all established. GMCA works with the national exemplar programme, Improving Information Sharing and Management, to improve the information sharing journey for organisations supporting families with complex needs.

**2015** – the 37 NHS organisations and local authorities in Greater Manchester signed a landmark agreement with the government to take charge of health and social care spending and decisions in our city region. These organisations are collectively known as the Greater Manchester Health and Social Care Partnership (GMHSCP).

**2016** – GM Connect, Greater Manchester’s first data sharing authority, established. Its vision is “to create value and insight across GM by supporting improved and more efficient services and improved outcomes for GM and residents, and by breaking down information silos and barriers to sharing data”.

**2017** – The GM “Our People, Our Place” strategy is launched. The Information Sharing Gateway is rolled out across Greater Manchester. Designed by healthcare information specialists, the system streamlines the process of creating, agreeing, and updating information sharing agreements. TfGM’s smart ticketing scheme goes into operation to enable passengers to pay for fares across different types of transport, making it affordable to travel across the city region and easy to understand how to access their journey data.

**2018** – the Working Well Early Help service is launched by GMCA and Greater Manchester Health and Social Care Partnership to help residents with ill health at a

crucial point when they are starting to be at risk of falling out of employment or newly out of work. GMCA agreed the sharing of data with 60 GPs across Greater Manchester, helping to change the way that health and employment services work together. The newly established Greater Manchester Information Board meets to drive preparation of a GM Information Strategy.

**2019** – the Greater Manchester Smart Resident programme, now the GM Digital Platform, is launched. GM Information vision and principles in this strategy are drafted in partnership with patient and citizen representatives, information technology and network leaders, data analysts, AGMA and Health IG groups, and the voluntary and community sector amongst others.

**2020** – the Digital Data Protection Impact Assessments (DPIA) project brings together partners from across the GM system including local government, health, and education to deliver a user friendly and benefits focussed solution to improve privacy risk assessment processes and provide data protection by design and default.

# **Appendix B: The Strategic Context for our work**

## **Greater Manchester Strategy: Good Lives for All**

The refreshed Greater Manchester Strategy sets responding to the interconnected challenges of tackling inequalities and climate change at its heart. The shared vision of the new Strategy is Good Lives for All: that Greater Manchester is a great place to grow up, get on and grow old; a great place to invest, do business, visit, and study.

The Strategy focuses on a set of shared outcomes and commitments, which will require whole system responses to drive the change we would like to see for the whole of the city-region.

The refreshed Greater Manchester Strategy sets a ten-year direction of travel for Greater Manchester, shaping the city-regions recovery and renewal post-pandemic. The Strategy will be supported by a three-year delivery plan, and comprehensive performance framework. The performance framework will include a series of metrics, measures and data sources providing an in-depth understanding of our collective progression towards the attainment of our shared vision.

## **Greater Manchester Health and Social Care**

### **Partnership Plan: Taking Charge**

This strategy aims to achieve the greatest and fastest improvement in health, wealth, and wellbeing in our towns and cities. The strategy sets out a plan for delivering coordinated healthcare through a focus on people and place. Information governance will need to be lawful, fair, and transparent for this strategy to provide improvement in health, wealth, and wellbeing in Greater Manchester, especially to those whose health records will be shared in this process.

## **Greater Manchester Model for Public Services: Faster, Further**

Our model for delivering public services is about moving from the principles of place-based working to a new operational model that embeds it in practice. This new model will mean freeing up the frontline, devolving power, and allocating resources around need more effectively. Information governance and management once again plays a vital part. Robust and proactive data sharing arrangements will enable wide range of organisations to collaborate across Greater Manchester.

## **Greater Manchester Police and Crime Plan: Standing Together**

This plan outlines the 37 commitments made by the Mayor, Deputy Mayor, Chief Constable, and other leaders to invest and improve policing and criminal justice system to make Greater Manchester's communities safer and stronger. These commitments include improving safely sharing information about the victims of crime to better understand their needs and coordinate a system wide response.

## **Greater Manchester Local Industrial Strategy**

Our Local Industrial Strategy builds on over 30 years of public and private sector collaboration in the city-region by setting out a plan for stimulating innovation and responding to technology to drive economic changes and social progress. To protect personal data and encourage transparency we need to make sure that our Information Strategy is fit for purpose and adaptable to the fast pace of technological developments.

## **Greater Manchester Digital Blueprint**

Our refreshed blueprint for Greater Manchester digital sets out a three-year approach to meeting our ambitions and is focused on delivering benefits that help the city region's people lead healthier, happier lives. Better use of personal information supports every digital priority.

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## **Greater Manchester Combined Authority**

Date: 28 January 2022

Subject: City Region Sustainable Transport Settlement Draft Programme Case

Report of: Andy Burnham, Mayor of Greater Manchester, Portfolio Lead for Transport, and Eamonn Boylan, Chief Executive Officer, GMCA & TfGM

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### **Purpose of Report**

This is a report to update members on the process to secure a City Region Sustainable Transport Settlement for Greater Manchester, and to request delegation of the consideration, approval and submission to Government of the draft CRSTS Programme Case to the Chief Executive Officer, GMCA and TfGM in consultation with the GM Mayor.

### **Recommendations:**

#### **The GMCA is requested to:**

1. Note that GMCA, as requested by Government on 20 July 2021, prepared and submitted to the Government's City Region Sustainable Transport Fund in early September, as part of the process to secure up to £1.19 billion of capital funding for the period 2022/23 to 2026/27;
2. Note that on 22 November 2021, the Secretary of State wrote to the GM Mayor to say that GMCA had been awarded an indicative allocation of £1.07 billion of capital funding conditional on the submission of a programme business case by the end of January 2022;
3. Note the key planning assumptions that the draft Programme Case is based upon as set out in section 3 of this report;
4. Delegate the consideration and approval of the draft Programme Case to the Chief Executive Officer, GMCA and TfGM in consultation with the GM Mayor and for submission to Government; and
5. Request that, following further review by Government and the announcement of the final award from Government, the final Programme Case will come to GMCA for approval.

### **Contact Officers**

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## **Equalities Implications:**

The CRSTS pipeline has been prepared to make a major contribution to improving the quality of life of all our residents by helping to improve accessibility to jobs and essential services; to provide an accessible and affordable public transport alternative for the third of GM households who do not have access to a car; and to deliver a more comprehensive active travel network to enable more people to incorporate physical activity into their daily lives.

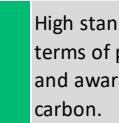
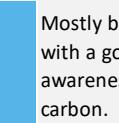
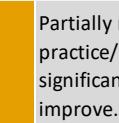
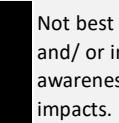
### **Impacts Questionnaire**

Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion	G		
Health	G		
Resilience and Adaptation	G		
Housing	G		
Economy	G		
Mobility and Connectivity	G		
Carbon, Nature and Environment	G		
Consumption and Production			
Contribution to achieving the GM Carbon Neutral 2038 target			
<b>Further Assessment(s):</b>	Equalities Impact Assessment and Carbon Assessment		
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.

## **Climate Change Impact Assessment and Mitigation Measures:**

This bid comprises a carefully constructed investment pipeline that directly addresses our shared drive to enhance productivity, level up and secure real reductions in carbon emissions, including 28,000 tonnes saving that can be secured through the conversion of 33% of the bus fleet to zero-emission vehicles. This bid will provide a funding stream for the Bee Network and its vision which directly promotes a clear pathway to GM's ambition to become carbon neutral by 2038 by providing excellent public transport and active travel choices for all, promoting sustainable travel behavioural change through integrated spatial, digital and transport planning; and supports the electrification of vehicles and public transport fleets.

## Carbon Assessment

Overall Score				
<b>Buildings</b>	<b>Result</b>	<b>Justification/Mitigation</b>		
New Build residential	#DIV/0!	No new build residential as part of bid, only transport infrastructure to enable access and encourage behaviour change.		
Residential building(s) renovation/maintenance	N/A			
New Build Commercial/ Industrial	N/A			
<b>Transport</b>				
Active travel and public transport				
Roads, Parking and Vehicle Access		No increase in conventional parking. Strategy will incentivise active travel and public transport and reduce traffic in town/city centres		
Access to amenities				
Vehicle procurement		Whole life carbon costs to be considered during procurement (electric buses)		
<b>Land Use</b>				
Land use	#DIV/0!	Relevant assessments carried out at scheme basis at appropriate point in delivery		
No associated carbon impacts expected.		High standard in terms of practice and awareness on carbon.		Mostly best practice with a good level of awareness on carbon.
				Partially meets best practice/ awareness, significant room to improve.
				Not best practice and/ or insufficient awareness of carbon impacts.

## Risk Management:

There are no direct risk implications of this report. Established risk management as set out in the GM capital programme assurance framework will be followed in the delivery of the investment programme set out here.

## Legal Considerations:

There are no direct legal considerations related to this report.

## Financial Consequences – Revenue:

The City Region Sustainable Transport Fund is for capital funding only. As noted in the report, the revenue consequences as a result of the proposals in this report are related to the Bus Service Improvement Plan, which is going through a separate funding process with Government. Any ongoing revenue implications of capital schemes will be noted in the CRSTS Programme Case and brought forward through the assurance framework and gateway decision-making arrangements.

## Financial Consequences – Capital:

The City Region Sustainable Transport Fund submission includes proposals to secure up to £1.07 billion of capital funding for the period 2022/23 to 2026/27, supplemented by a local capital contribution of £170 million over the same period.

**Number of attachments to the report: 0**

## **Comments/recommendations from Overview & Scrutiny Committee**

N/A

### **Background Papers**

- Greater Manchester 2040 Strategy and Delivery Plan – tfgm.com/strategy
- City Region Sustainable Transport Settlement Prospectus, Report to GMCA, Sept 10<sup>th</sup> 2021

### **Tracking/ Process [All sections to be completed]**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution?

No

### **Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

Yes - This key decision was not able to be published in the register with 28 days notice as the deadlines set by the DfT have not enabled this to happen.

### **GM Transport Committee**

N/A

### **Overview and Scrutiny Committee**

N/A

## **1. Introduction and Background**

- 1.1 In its Spring Budget statements 2020 and 2021, the Government stated the intention to establish an Intracity Transport Fund (ICTF) of up to £4.2 billion over 5 years, ringfenced to Mayoral Combined Authority city regions. Following this, in April 2021, the Mayor was notified by Treasury that GM had been awarded £8.6 million development funding for 2021/22 to prepare for a negotiated submission to the ICTF with guidance to follow on that process.
- 1.2 On 20 July 2021, DfT issued the guidance for the renamed City Region Sustainable Transport Fund (CRSTF) and Settlement (CRSTS) process, which will combine certain elements of existing capital funding (including the Integrated Transport Block, Maintenance Funding, and future years Transforming Cities Funding) in addition to the new £4.2 billion.
- 1.3 At its meeting on 10<sup>th</sup> September, GMCA approved the submission of the Prospectus based upon the upper bound guideline of £1.19bn for government consideration as part of the 2021 Spending Review process.
- 1.4 This report sets out:
  - Feedback from Government on the Prospectus submission;
  - The principles and planning assumptions for the draft GM Programme Case submission; and
  - Next steps.

## **2. Government Response to GM CRSTS Prospectus**

- 2.1 At the conclusion of the Spending Review in October 2022, GM's CRSTS proposals received an indicative allocation with funding to 90% of the Prospectus submission (£1.07bn against the £1.19bn submission).
- 2.2 On 22 November 2021, the Secretary of State wrote to the GM Mayor to say that GMCA had be allocated an indicative £1.07 billion of capital funding conditional on the submission of a programme business case by the end of January 2022, noting that initially the Secretary of State letter requested submissions by 14<sup>th</sup> January. The programme business case should set out the outcomes that the expected to be achieved and how they meet the objectives of programme.
- 2.3 The Secretary of State letter, supported by other feedback from Government, set out the following points that need to be considered by GMCA is developing the programme business case with regards to funding and prioritisation:

*Scope and Funding*

  - i. If the programme business case (including its outputs and outcomes) do not meet the Government's requirements the indicative allocation will be reduced.

- ii. Apart from highways maintenance, Government does not expect to fund many schemes where the primary purpose is not public transport or active travel.
- iii. The reprioritisation should assume that GM receives no further capital funding via the Bus Service Improvement Plan process.
- iv. The programme business case should include the local contribution of at least 15-20% of the grant for capital enhancements, with the contribution being “additional to the amounts you already raise through fares, tolls or charges as of summer 2021”.
- v. There is a clear need for a more flexible settlement model that has agreed principles and links to parallel funding policies, such as BSIP and the Levelling Up Fund. DfT has committed to provide further advice on this arrangement.

*Prioritisation towards Bus and Active Travel*

- vi. Aligned with the National Bus Strategy, Government expects to see bus lanes on any road where there is a frequent bus service, congestion, and the physical space to install one.
  - vii. Active travel schemes must meet the standards set out in Local Transport Note 1/20, including separation from volume traffic. All local road projects should deliver or improve cycling and walking infrastructure (unless it can be shown that there is little or no need to do so) and support bus priority measures (unless it is very clear that doing so would not be necessary or appropriate).
  - viii. Following the publication of the Integrated Rail Report in November 2021, government have stated that they will provide further guidance to GMCA on the implications of the changes to the HS2 P2b programme in respect of the GM's HS2-related proposals in the CRSTS Prospectus.
- 2.4 The Secretary of State letter also set out that, additional to the revenue funding provided in 2021/22, Government is committed to providing further funding to support the development and delivery of CRSTS settlements. In 21/22 GMCA received £8.6m from a national pot of £50m, and government are looking to provide a similar level across the eight participating MCAs in 2022/23 though the allocation criteria may change, then £25m in 2023/24 and £25m in 2024/25. No further information has been received on this funding as of 21<sup>st</sup> January.

### **3. Principles and Planning Assumptions Informing the draft CRSTS Programme Case**

- 3.1 The Combined Authority has previously discussed and endorsed the Mayor's vision for the establishment of the Greater Manchester Bee Network - a London-style integrated transport network that:
- Provides a consistent and high-quality user-experience across all travel in all parts of GM;

- Promotes a clear pathway to GM's Net Zero Carbon Vision by:
    - o providing real public transport and active travel choices for all;
    - o promoting sustainable travel behavioural change through integrated city region planning; and
    - o supporting the electrification of vehicles and public transport fleets;
- and
- Promotes levelling up through the provision of sustainable transport connectivity to key growth locations and the provision of affordable public transport options for all of our communities.
- 3.2 Based upon this agreed approach, and to allow GMCA to respond to Government's feedback and hence develop a draft Programme Case from the baseline position set out in the Prospectus, the following principles are proposed.
- The allocation for maintenance programmes on highway and maintenance will be retained.
  - The delivery of GM's ambition to deliver zero-emission buses, as set out in the BSIP, should be a priority with a target to convert 33% of the existing bus fleet to zero emission by 2027 through CRSTS and ZEBRA funds, as part of the roadmap to convert all of the fleet to zero emission by 2032. The GM ZEBRA bid is included as a separate item on this agenda.
  - A level of over-programming will be included within the submission.
  - The £170m local contribution funded from additional GMCA borrowings will be maintained.

- 3.3 Given uncertainty regarding several key policy positions, the following planning assumptions will need to be made to allow CRSTS Programme Case to be submitted to govt by the end of January.

#### *Flexible Funding Settlement*

- 3.4 There is a clear need for a more flexible settlement model that has agreed principles and links to parallel funding policies, such as BSIP and the Levelling Up Fund. This could be based round establishing first two-year deliverables and an outline pipeline against a clear 5-year funding commitment from Government, with further confirmation of medium-term priorities following further development work.
- 3.5 DfT has committed to provide further advice on this arrangement. In advance of receiving this guidance, the CRSTS Programme Case submission will need to make the following assumptions:
- While it is proposed that the CRSTS Programme Case will include BSIP capital elements, a number of these will require revenue funding to cover operational costs. Therefore, in advance of the BSIP announcements, the draft CRSTS Programme Case submission will set out the incremental revenue funding required for the 3 years of BSIP to deliver these proposals.

- Given the uncertainty in some policy areas which will affect the level of funding in some areas, a degree of over-programming should be allowed for within the draft and final CRSTS Programme Cases.

*HS2 in the period 2022/23 to 2026/27*

- 3.6 In the absence of a clear programme of activity from government, the GM CRSTS Programme will assume that no local funding will be required for physical works within the period, and that only budget required will be for HS2 development activity covering the four 'HS2' stations within GM.

## **4. Next Steps and Recommendations**

- 4.1 Subject to approval by the Combined Authority, the draft Programme Case submission will be submitted to Government by the end of January. Following review by Government, it is expected that DfT will make a final funding award and, once this is received, the final CRSTS Programme Case will be produced and published. This is currently expected to be by the end of the March 2022.
- 4.2 The recommendations are as per the front page.

## **Greater Manchester Combined Authority**

Date: 28 January 2022

Subject: Bid to the Zero Emission Bus Regional Areas (ZEBRA) Fund

Report of: Andy Burnham, Mayor of Greater Manchester, Portfolio Lead for Transport and Eamonn Boylan, Chief Executive Officer, GMCA & TfGM.

### **Purpose of Report**

This is a report for approval of the submission of the GMCA ZEBRA fund bid.

### **Recommendations:**

The GMCA is requested to:

1. Delegate approval to the Chief Executive Officer, GMCA & TfGM, in consultation with the Mayor of Greater Manchester and the Chief Executive of Stockport MBC, to approve the GMCA ZEBRA fund bid that has been produced in combination with Stockport MBC and Stagecoach Group Plc (Stagecoach). The bid seeks DfT funds of £36.9m alongside Stagecoach investment of approx. £37.2m and a GMCA contribution of £12.5m to support the introduction of 170 Zero Emission Buses in the south of GM by 2024.
2. Note the conditions and details for this submission as set out in section 1 of this report.
3. Provisionally approve the GMCA financial contribution of £12.5m, that will be financed by prudential borrowings, noting that the borrowings will be repaid to GMCA over the lifetime of the assets through a subsidy control clawback mechanism; and further noting that in the event that the submission is successful, final approval will be sought once costs have been confirmed.

### **Contact Officers**

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## **Equalities Impact, Carbon and Sustainability Assessment:**

### ***Equalities Implications:***

The GMCA ZEBRA submission has been developed to accelerate the modernisation of the GM bus fleet. If successful in securing DfT funds, this fund will help improve the bus fleet for approximately 10% of bus users in GM who will benefit from a modern fleet of buses that incorporate improved standards of passenger ambience and accessibility, whilst dramatically reducing the environmental footprint of approximately 10% of GM bus operations when compared to the current diesel fleet. This ZEBRA submission is a component of a broader ambition to improve the bus fleet across GM. These are judged to have positive and long term impacts and will help reduce inequalities in GM.

<b>Impacts Questionnaire</b>		
<b>Impact Indicator</b>	<b>Result</b>	<b>Justification/Mitigation</b>
Equality and Inclusion	G	
Health	G	
Resilience and Adaptation	G	
Housing	G	
Economy	G	
Mobility and Connectivity	G	
Carbon, Nature and Environment	G	
Consumption and Production	A	
Contribution to achieving the GM Carbon Neutral 2038 target		
<b>Further Assessment(s):</b>	Equalities Impact Assessment and Carbon Assessment	
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.
		 Negative impacts overall.

### ***Climate Change Impact Assessment and Mitigation Measures:***

This bid if successful would accelerate the transition of 10% of the bus fleet to Zero Emission technology by 2024. This is forecast to reduce transport sector CO<sub>2</sub>e emission by approximately 100,000 tonnes of CO<sub>2</sub>e by 2038 and therefore is directly compatible with the GM ambition to become carbon neutral by 2038.

## Carbon Assessment

Overall Score		
Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New Build Commercial/Industrial	N/A	
<b>Transport</b>		
Active travel and public transport	N/A	
Roads, Parking and Vehicle Access	N/A	
Access to amenities		
Vehicle procurement		
<b>Land Use</b>		
Land use	N/A	
No associated carbon impacts expected.		High standard in terms of practice and awareness on carbon.
		Mostly best practice with a good level of awareness on carbon.
		Partially meets best practice/ awareness, significant room to improve.
		Not best practice and/ or insufficient awareness of carbon impacts.

## Risk Management

In the event that DfT funds are secured through this bid, established risk management process as set out in the GM capital programme assurance framework will be followed in the delivery of the project. A Risk Register and Risk Mitigation Plan has been established for this project.

## Legal Considerations

If DfT funds are secured through this bid, Subsidy Control restrictions will apply. Legal opinion has been sought and a range of measures and mechanisms are incorporated in the bid to ensure the legal requirements relating to Subsidy Control can be fulfilled.

## Financial Considerations - Revenue

It is anticipated that operating cost savings will accrue during the lifetime of the Zero Emission Bus assets and that these savings will pay back the GMCA capital cost contribution through the Subsidy Control related financial clawback mechanism.

## Financial Considerations – Capital

The GMCA ZEBRA Fund submission seeks £36.9m of DfT funds to cover 75% of the cost increment between the capital costs of purchasing a Zero Emission bus fleet and associated depot electrification costs when compared with the costs of purchasing a diesel

bus fleet. Stagecoach will cover the cost of a diesel fleet equivalent (£37.2m) whilst GMCA will cover 25% (£12.5m) of the incremental cost of electrification.

The GMCA ZEBRA project is dependent upon the foundational “Stockport Depot Relocation Project”. This project is being progressed by Stockport MBC and Stagecoach with design assurance and business case development support from TfGM.

***Number of attachments to the report:***

None

**Comments/recommendations from Overview & Scrutiny Committee**

N/A

***Background Papers***

- GMCA Bus Service Improvement Plan
- DfT ZEBRA Fund Submission Guidance Zero Emission Bus Regional Areas (ZEBRA) scheme - GOV.UK ([www.gov.uk](http://www.gov.uk))

**Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution?

Yes.

**Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

Yes. Subject to the GMCA's approval, the bid will be submitted to DfT for consideration on 31 January 2022.

**GM Transport Committee**

N/A

**Overview and Scrutiny Committee**

N/A

## **1. Introduction and Background**

- 1.1 There is a pressing need to decarbonise the transport sector across the UK, including the bus system. However, the capital costs of Zero Emission Buses are currently approximately twice that for diesel buses. Operating cost savings do not offset these extra purchase costs and therefore whilst viable Zero Emission buses are now available to purchase, roll out across the UK has been slow.
- 1.2 In order to help accelerate the decarbonisation of the bus fleets, the Department for Transport (DfT) announced a funding competition in March 2021. The DfT invited Local Transport Authorities in England (outside London), to submit expressions of interest in receiving funding to become a Zero Emission Bus Regional Area. GMCA submitted an Expression of Interest in July 2021 and were invited by the DfT (alongside 16 other LTA's) to develop our proposal further and submit a Full Business Case to the DfT by 31 January 2022.
- 1.3 This report summarises the basis of the Full Business Case submission for approval by the Combined Authority.

## **2 GMCA ZEBRA Bid**

- 2.1 The GMCA ZEBRA submission, if successful, would replace the 170 diesel buses that operate from Stockport Bus Depot to Zero Emission technology, by spring 2024.
- 2.2 The ZEBRA fund can only be accessed by Local Transport Authorities but requires full support of a named operator and specificity with regards to which bus routes operated by which bus company or companies will be converted to Zero Emission Bus technology. TfGM consulted all bus operators across Greater Manchester to gauge their interest in collaborating on a ZEBRA fund submission. The only operator who expressed an interest in pursuing this opportunity was Stagecoach.
- 2.3 Further discussions with both Stockport MBC and Stagecoach suggested that the Stockport proposal could form the basis of a compelling submission to the DfT whilst simultaneously meeting and furthering the objectives and strategic vision of each party.

### **Scheme Details**

- 2.4 The existing Stockport Bus Depot is located within the town centre of Stockport in an area that has been identified for redevelopment and urban renewal. The

Stockport Mayoral Development Corporation was set up in September 2019 as part of an ambitious plan to transform this part of the town centre and deliver 3,500 new homes and up to 1,000,000 sq. ft of commercial space. The current bus depot site is planned to be released for redevelopment and is key to the long term regeneration vision. Stagecoach and Stockport MBC have agreed to jointly progress the relocation of the existing depot to a new Stockport Town Centre location to facilitate this vision.

- 2.5 This ZEBRA proposal seeks to build on the depot relocation by securing sufficient additional funds to purchase a Zero Emission, rather than a Diesel, Bus fleet of 170 Battery Electric Buses ('BEBs') for Stockport. ZEBRA funding would also ensure that the new depot facility is equipped to operate this Zero Emission fleet by covering the depot infrastructure costs associated with upgrading the grid connection and paying for charging plant and associated infrastructure works.
- 2.6 It is anticipated that the depot could be complete in time to support the deployment of the full Zero Emission Bus ('ZEB') fleet by the end of Q1 2024.

## **Alignment with Bus Reform and the GM Bus Service Improvement Plan**

- 2.7 It is understood by all parties that creating a delivery plan that is consistent with GM's Bus Reform proposals would be the bedrock for a successful submission and this requirement will underpin the submission.
- 2.8 The proposal will help to commence the delivery of the fleet vision contained in the GM Bus Service Improvement Plan. Specifically, the ZEBRA submission would convert approximately 10% of the GM bus fleet to Zero Emission technology and result in a reductions of CO<sub>2</sub>e emission from the bus fleet of approximately 100,000 tCO<sub>2</sub>e by 2038.

## **3 Financial and Commercial Agreements**

- 3.1 The costs that are set out below are indicative and based on current best available quotes and costings information. They will be the subject to detailed Value for Money checks and optimisation through the appropriate procurement mechanisms in the event that the bid is successful.
- 3.2 Stagecoach will contribute the equivalent cost of replacing the Stockport fleet with diesel buses (approx. £37.2m). The DfT will contribute 75% of the incremental

capital cost to electrify the fleet (£36.9m) and GMCA would contribute 25% of the incremental cost to electrify the fleet (£12.5m).

- 3.3 The capital costs and proposed funding included in the bid are summarised and set out in the following table:

<b>ZEBRA Bid</b>	<b>£millions (current prices)</b>
<b>Capital costs reflected in bid:</b>	
Electric vehicle procurement (170)	75.5
Charging Infrastructure	8.70
Electricity North West	1.50
Other	0.85
<b>Total capex</b>	<b>86.55</b>
<b>Proposed funding:</b>	
Stagecoach Group Plc	(37.20)
Department for Transport grant	(36.90)
GMCA, Prudential Borrowings	(12.50)
<b>Total</b>	<b>(86.55)</b>

- 3.4 In the event that the submission is successful, final approval, including specifically in relation to prudential borrowings, will be sought once costs have been confirmed.
- 3.5 Capital costs would be incurred over financial years 2022/23 to 2023/24. In the event of a successful outcome, it is proposed GMCA's capital cost contribution would be financed from incremental borrowings on the basis that it is anticipated that operating cost savings will accrue during the lifetime of the Zero Emission Bus assets and that these savings will pay back the GMCA capital cost contribution.
- 3.6 The GMCA contribution would be returned to the GMCA via a "Subsidy Control/State Aid Financial Clawback" mechanism. The "clawback mechanism" is required as Subsidy Control/State Aid rules require that grant aid only covers the net additional costs required to meet the specific objectives of the grant. In the event that significant operating cost savings occur as a result of deploying the Zero Emission Bus fleet as forecast, there is the potential that the ZEBRA/GMCA grant recipient could be 'over-compensated'. The "clawback mechanism" will ensure that the ZEBRA bid does not breach this legal obligation. TfGM are working to finalise heads of terms with Stagecoach that embody this requirement. These Heads of Terms will also incorporate the following principles with regards the bus fleet:

- a) TfGM will be required, under the conditions of the ZEBRA Fund, to assure VfM and State Aid/Subsidy Control requirements are fully met. All parties will agree to full transparency and application of “open book” accounting for all financial transactions relating to the purchase, ownership and operation/maintenance costs of these assets; and will agree suitable “claw back” mechanism to ensure unfair financial competitive advantage is not conferred upon Stagecoach in breach of Subsidy Control rules.
  - b) It is understood and agreed by all parties that at such time as the Bus Franchise Area 3 Plan (that includes Stockport) is enacted, responsibility for the fleet assets would transfer to GMCA in a manner consistent with the proposals set out in the Bus Franchising Assessment. The residual value of these fleet assets would be based on an agreed depreciation curve; and the Residual Value paid would be in inverse proportion to the Public Sector funding received to purchase the asset.
- 3.7 Separate Heads of Terms will also be established between TfGM, Stockport MBC and Stagecoach to ensure the “Depot Relocation Foundational Project” is similarly underpinned by agreements that ensure full alignment and consistency with Bus Reform plans. It is envisaged that a contractual mechanism that ensures transfer of ownership of the depot asset at an equitable and fair price will underpin these Heads of Terms.

## **4 Next Steps**

- 4.1 Subject to the GMCA’s approval, the bid will be submitted to DfT for consideration on 31 January 2022. A funding announcement is expected by Easter 2022.
- 4.2 TfGM officers will progress the project in collaboration with Stockport MBC and Stagecoach, and will seek to maintain close dialogue with DfT officials so as to inform GMCA on the progress of this submission, the outcome of which will be reported formally once it is confirmed.

## Greater Manchester Combined Authority

Date: 28 January 2021

Subject: Greater Manchester Economic Dashboard and Economy Portfolio Update

Report of: Councillor Elise Wilson, Portfolio Lead for Economy & Business and Joanne Roney, Portfolio Lead Chief Executive for Economy & Business

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### PURPOSE OF REPORT:

To provide GMCA with the latest version of the Greater Manchester Economic Resilience Dashboard. And an overview of activity related to the Greater Manchester Local Industrial Strategy and the Economy portfolio.

### RECOMMENDATIONS:

That the GMCA note and comment on the latest update of the Greater Manchester Economic Resilience Dashboard and response, including delivery of the Local Industrial Strategy and Greater Manchester Economic Vision.

### CONTACT OFFICERS:

Simon Nokes, Executive Director Policy & Strategy, GMCA  
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BOLTON

BURY

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MANCHESTER

OLDHAM

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ROCHDALE

SALFORD

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STOCKPORT

TAMESIDE

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TRAFFORD

WIGAN

## **Equalities Impact, Carbon and Sustainability Assessment:**

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health	N/A	
Resilience and Adaptation	N/A	
Housing		
Economy		
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		

Contribution to achieving the Greater Manchester Carbon Neutral 2038 target.

*No direct impacts arising from this report.*

## **Risk Management:**

*None*

## **Legal Considerations:**

*None*

## **Financial Consequences – Revenue:**

*None*

## **Financial Consequences – Capital:**

*None*

**Number of attachments to the report:1**

**Comments/recommendations from Overview & Scrutiny Committee**

*None*

**BACKGROUND PAPERS:**

**The author of the report must include list of those documents on the subject matter which:**

- Disclose any facts or matter on which the report or an important part of the report is based;
- Which have been relied on to a material extent in preparing the report

<b>TRACKING/PROCESS</b>	
Does this report relate to a major strategic decision, as set out in the GMCA Constitution?	No
<b>EXEMPTION FROM CALL IN</b>	
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	
GM Transport Committee	
Overview & Scrutiny Committee	

## **1. BACKGROUND**

- 1.1 This report sets out the latest indicators for the Greater Manchester economy, captured in the GM Economic Resilience Dashboard, to understand how the C-19 pandemic, EU-exit and other factors are affecting the trajectory and resilience of the city-region's economy. It also summarises the latest responses to those insights, as the GMCA, Greater Manchester Local Enterprise Partnership (GM LEP) and other partners across the public, private and voluntary, community and social enterprise sectors continue to drive the recovery from C-19 and the longer term ambitions as set out in the Greater Manchester Local Industrial Strategy and Greater Manchester Economic Vision.
- 1.2 The Economic Resilience Dashboard aims to provide up to date intelligence on the conditions in the Greater Manchester economy following the outbreak of Covid-19.
  - The data is divided into six sections:
    - Labour Market and Household Finances provides leading indicators on employment, pay and personal finance.
    - Business Outlook provides data gathered by GM based organisations on business sentiment and confidence.
    - Business Lending and Credit Risk provides information on coronavirus support measures and SME Lending.
    - Behavioural Insights provides information on the movement of people across GM.
    - International Trade provides the most up to date information available on exports at different geographies.
    - National Indicators provides leading indicators on the state of the economy nationally.
- 1.3 The latest version of the dashboard can be viewed live at this link (and is attached as a PDF report):  
[https://www.gmtableau.nhs.uk/t/GMCA/views/GMEconomicResilienceDashboard/About/ja ck.james@greatermanchester-ca.gov.uk/4f3be3e5-759e-47ee-85f9-6c1538fc265c?:display\\_count=n&:showVizHome=n&:origin=viz\\_share\\_link&:isGuestRedirectFromVizportal=y&:embed=y](https://www.gmtableau.nhs.uk/t/GMCA/views/GMEconomicResilienceDashboard/About/ja ck.james@greatermanchester-ca.gov.uk/4f3be3e5-759e-47ee-85f9-6c1538fc265c?:display_count=n&:showVizHome=n&:origin=viz_share_link&:isGuestRedirectFromVizportal=y&:embed=y)

## **2. HEADLINE DASHBOARD MEASURES**

- 2.1 The number of claimants of unemployment benefits decreased by 1.9% to 103,735 between November and December. The fall in GM was slightly more than the UK average of 1.8%. Between December 2020 and December 2021, claimants have fallen by 25% in GM and 29% in the UK.
- 2.2 The 4-weekly average of online job postings decreased to 7,340 on 8th January. This is 14% lower than the 4 weeks to 11th December.

- 2.3 Median monthly pay in Greater Manchester was £1,888 in November 2021 compared to £2,007 for the UK, according to PAYE RTI data. Median monthly pay has increased 8% since November 2020 following a sharp decline at the beginning of the pandemic.
- 2.4 UK inflation as measured by the Consumer Price Index (including housing costs) was 4.8% in the 12 months to December 2021. This was a 0.2 percentage points increase from the November figure of 4.6%. In December, the Bank of England raised interest rates to 0.25% in response to the sharp rise in prices across the UK in recent months. The Bank of England expects inflation to reach around 6% by spring 2022 before starting to decline after that and continuing to decline into 2023.
- 2.5 Households are expected to see a squeeze on living standards as the cost of living rises. The Resolution Foundation's latest quarterly 'Labour Market Outlook' forecasts that there will be no real wage growth over the next year and the combined impact of rising energy bills, income tax threshold freezes and the increase in National Insurance contributions that come into effect in April could reduce average household income by £1,200 over the next year.
- 2.6 Data on credit risk from RedFlag, a provider of real-time business intelligence, shows that the percentage of GM businesses showing signs of financial distress fell slightly in the month to 1st January to 11.4%, down by 0.9 percentage points. This compared to 10.6% for the North West and UK as a whole. Previously, 12.3% of firms in GM had 1 more red flags in the month to 1st December.
- 2.7 Overall passenger journeys recovered to their pre-crisis levels in late May and have remained steady since, however, passenger journeys decreased substantially over the Christmas period. Journeys by Bus, Metrolink and Rail were -62%, -56% and -59% below pre-crisis levels respectively. Google data on the number of journeys taking place across GM showed the number of people travelling to Grocery and Pharmacy locations had decreased in the first week in January compared to a month earlier. On 7th January all 10 GM districts were below pre-crisis levels. Travel to workplaces across GM was -35% below its pre-crisis level on 7th January.
- 2.8 The UK Consumer Confidence Index decreased by one point to -15 in December 2021. Consumer confidence is eight points below its February 2020 level, following a low of -36 in May 2020.

### **3. RECENT ACTIVITY RELATED TO THE GREATER MANCHESTER ECONOMY PORTFOLIO**

#### **INTERNATIONAL STRATEGY**

- 3.1 A refreshed three-year Greater Manchester International Strategy (2022-2025) has been submitted to the GMCA in January 2022 for formal sign off. This strategy brings together the city-regions 8 international priorities (Trade, Investment, Visitor Economy).

- 3.2 An initial Delivery Plan has been produced alongside the International Strategy, capturing initial activity already underway which delivers on the strategy's priorities as well as outlines the key organisations or initiatives that deliver on each of the strategic objectives. The Delivery Plan introduces key performance indicators for monitoring performance against each of the priorities, including the value of GM exports and the economic impact of tourism in the city region.

## **GOOD EMPLOYMENT CHARTER AND THE REAL LIVING WAGE**

- 3.3 The Good Employment Charter unit continues to engage with Supporter employers ready to become full members of the Charter. Around 800 employers are engaged with the Charter, covering more than 230,000 employees. The need for support on the effective introduction and management of flexible work continues through the Charter's partnership work with Timewise, and they will continue to deliver a series of Masterclasses on various aspects of Flexible and Hybrid working and will provide a range of toolkits and guidance resources for the Charter. The workshops will take place as follows.
- 27th Jan 2022 – Frontline Roles and Flex
  - 24th Mar 2022 – Job Design and Flex recruitment
- 3.4 A Members social networking event, originally planned for before Christmas will now be held at the end of January when the eight new members approved in November 2021 will receive their membership plaques. Entries of the Charter's awards which were announced in November 2021 and will be held in March 2022 will now be open until 14th January 2022 across five categories that reflect the Charter's current priorities:
- Best for Diversity and Inclusion
  - Best for Flexible Work
  - Best for Supporting Line Management
  - Best for Supporting Mental Wellbeing
  - Best for Employee Engagement
- 3.3 Following the successful launch of the Living Wage City Region Campaign in November 2021, there are now 422 accredited employers in Greater Manchester, up from 384 at the start of the project. The initial target is to aim for at least 650 accredited employers in the city region by the end of 2024.

## **GM LEP ACTIVITY**

- 3.4 A multi-million-pound bid for a new technical education institute in Greater Manchester has been approved by the government. Led by the University of Salford with Wigan and Leigh College as the lead FE partner, the Greater Manchester Institute of Technology brings together a number of colleges and employers in the city region and will specialise in construction, engineering, health and digital skills.

## **GROWTH COMPANY BUSINESS SUPPORT UPDATE**

### **Business Productivity, Innovation and Inclusive Growth Programme (BPIIG).**

The contract extension of the BPIIG Programme commences in January 2022 until September 2023. £8.1m funding confirmed from retained business rates. The process of finalising the remaining ERDF funding available is currently taking place with Grant Funding Agreements expected from Department for Levelling Up, Housing and Communities by the end of January.

- 3.5 On March 2nd the Startup team are holding a key event for any Greater Manchester pre-start & early-stage businesses – **The Festival of Enterprise**. The event will invite stakeholders and influencers along with businesses supported by the Business Growth Hub and those interested in our support. This is being planned as a face-to-face event and will focus on supporting early-stage businesses to understand the support available to them including GC teams such as GC Business Finance, Community Renewal Fund, Enterprising You. It will also celebrate the successes of startup businesses supported by the Growth Hub over the last 3 years.
- 3.6 **Enterprising You (EY)**. To the end of December 2021, the programme has seen 5,012 enquiries, 1849 starts on programme, and is ahead of target on most outputs. EY has had the final sign off from GMCA and all the financial and output profiles for 2022/23 have been agreed. EY will be delivering its usual monthly events having a “Brew with Enterprising You” and the Business Networking targeted at existing and our EY after care clients.

### **MIDAS**

- 3.7 Recent successes for international and inward investment in Greater Manchester include the following:
  - **Cloud Imperium Games** – A US independent video games developer are relocating their UK studio from Wilmslow to Enterprise City, Manchester in May 2022 creating over 1,000 jobs over the next five years (relocating 400 jobs and creating 600 new jobs)
  - **Landis+Gyr** – A Swiss smart-metering company are moving to a new UK HQ and R&D Centre of Excellence established near Manchester Airport, creating 65 new jobs and safeguarding 30.
  - **Hexcore (QR Corp)** – An Indian producer of sustainable cardboard pallets have opened their first UK manufacturing site, in Rochdale, planning to create 120 jobs in 3 years.
  - **Hilti** – A construction equipment company from Liechtenstein have opened new offices in Circle Square to attract future talent.

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# Economic Resilience Dashboard



## Tracking the Greater Manchester Economy

The Economic Resilience Dashboard aims to provide up to date intelligence on the conditions in the Greater Manchester (GM) economy following the outbreak of Covid-19.

The data is divided into six sections:

- **Labour Market and Household Finances** provides leading indicators on employment, pay and personal finance.
- **Business Outlook** provides data gathered by GM based organisations on business sentiment and confidence.
- **Business Lending and Credit Risk** provides information on coronavirus support measures and SME Lending.
- **Behavioural Insights** provides information on the movement of people across GM.
- **National Indicators** provides leading indicators on the state of the economy nationally.
- **International Trade** provides the most up to date information available on exports at different geographies.

The economic data in response to Covid-19 is changing rapidly with new datasets becoming available and others being withdrawn on a regular basis. The dashboard will be updated with the best available data each month with the resultant analysis described in the Analysis tab.

We would welcome feedback on alternative measures to be included in the dashboard or insights on the data provided. If you have any feedback please email [jack.james@greatermanchester-ca.gov.uk](mailto:jack.james@greatermanchester-ca.gov.uk).

## Analysis



**103,735**

GM residents were in receipt of unemployment benefits in December, a reduction of 1.9% since November.

**7,340**

4-week average of online job postings in week ending 8th January 2021. This is 14% lower than the 4 weeks to 11th December

**4.8%**

UK Inflation as measured by the Consumer Price Index (including Housing costs) was 4.8% in the 12 months to December '21. This was a 0.2 percentage points increase on the November figure of 4.6%.

The number of claimants decreased by 1.9% to 103,735 between November and December. The fall in GM was slightly more than the UK average of 1.8%. Between December 2020 and December 2021, claimants have fallen by 25% in GM and 29% in the UK.

The 4-weekly average of online job postings decreased to 7,340 on 8th January. This is 14% lower than the 4 weeks to 11th December.

Median monthly pay in Greater Manchester was £1,888 in November 2021 compared to £2,007 for the UK, according to PAYE RTI data. Median monthly pay has increased 8% since November 2020 following a sharp decline at the beginning of the pandemic.

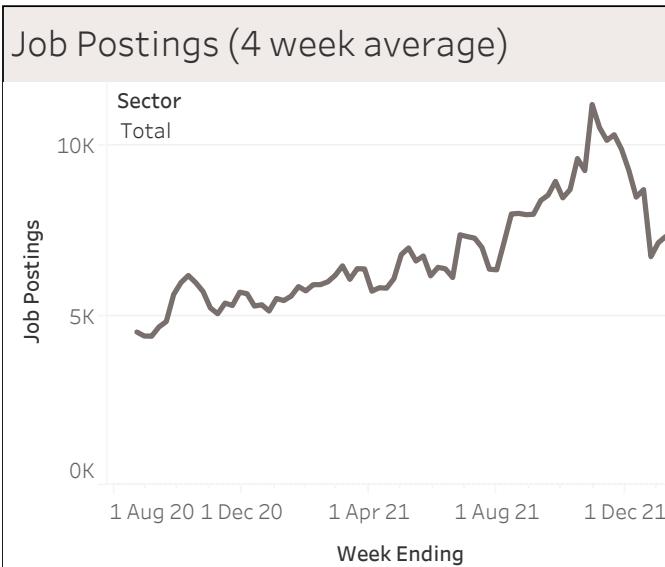
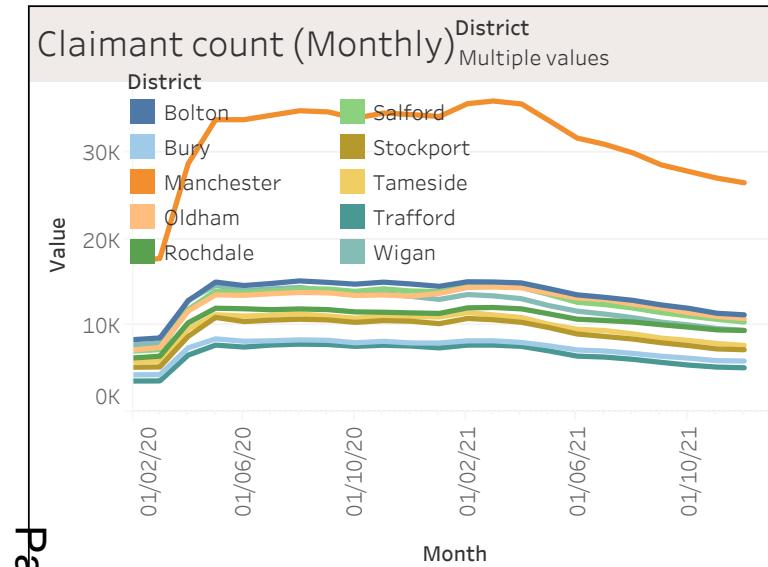
UK inflation as measured by the Consumer Price Index (including housing costs) was 4.8% in the 12 months to December 2021. This was a 0.2 percentage point increase on the November figure of 4.6%. In December, the Bank of England raised interest rates to 0.25% in response to the sharp rise in prices across the UK in recent months. The Bank of England expects inflation to reach around 6% by spring 2022 before starting to decline after that and continuing to decline into 2023.

Data on credit risk from RedFlag, a provider of real-time business intelligence, shows that the percentage of GM businesses showing signs of financial distress fell slightly in the month to 1st January to 11.4%, down by 0.9 percentage points. This compared to 10.6% for the North West and UK as a whole. Previously, 12.3% of firms in GM had 1 more red flags in the month to 1st December.

Overall passenger journeys recovered to their pre-crisis levels in late May and have remained steady since, however, passenger journeys decreased substantially over the Christmas period. Journeys by Bus, Metrolink and Rail were -62%, -56% and -59% below pre-crisis levels respectively. Google data on the number of journeys taking place across GM showed the number of people travelling to Grocery and Pharmacy locations had decreased in the first week in January compared to a month earlier. On 7th January all 10 GM districts were below pre-crisis levels. Travel to workplaces across GM was -35% below its pre-crisis level on 7th January.

The UK Consumer Confidence Index decreased by one point to -15 in December 2021. Consumer confidence is eight points below its February 2020 level, following a low of -36 in May 2020.

## Labour Market and Household Finances



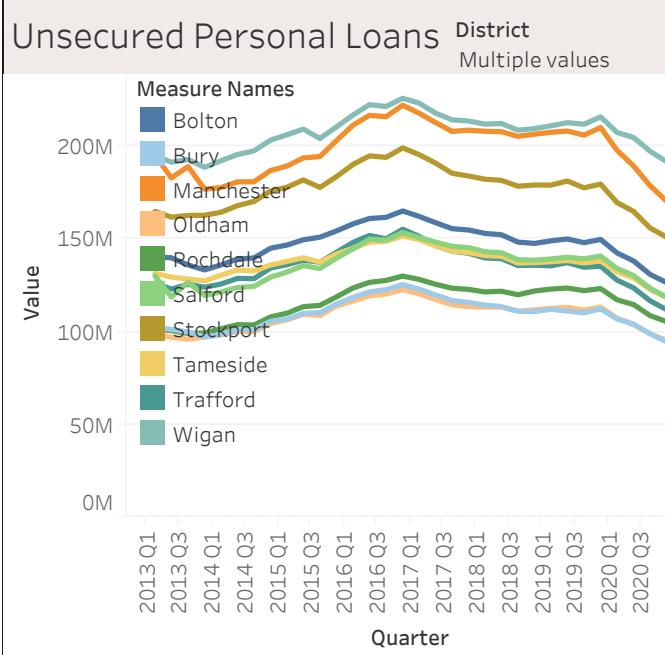
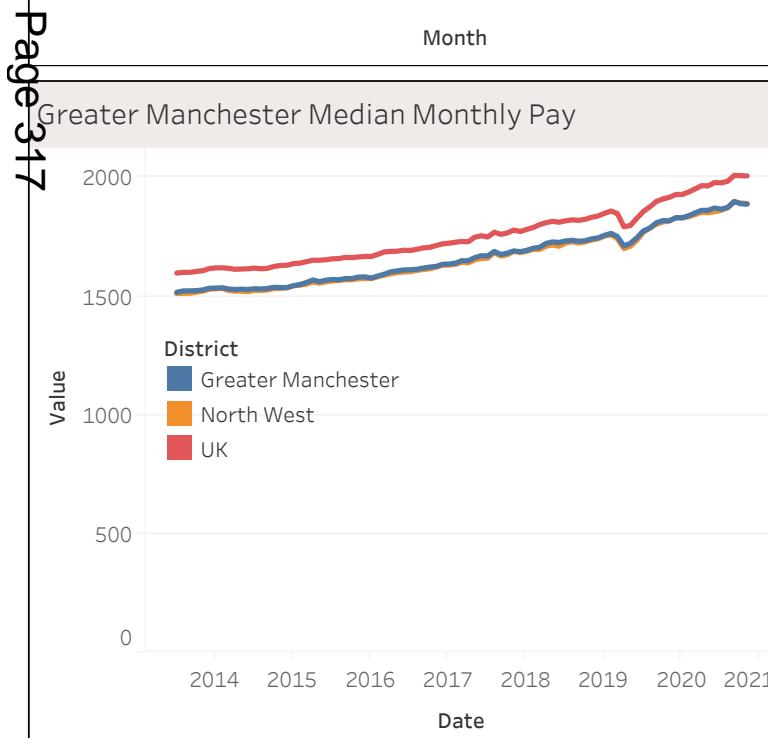
**Key Facts**

The number of claimants decreased by 1.9% to 103,735 between November and December. The fall in GM was slightly more than the UK average of 1.8%. Between December 2020 and December 2021, claimants have fallen by 25% in GM and 29% in the UK.

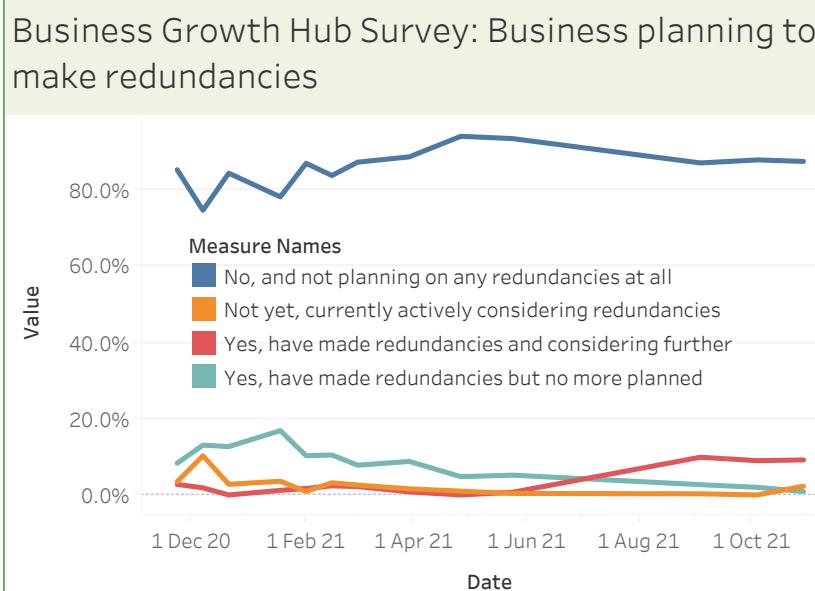
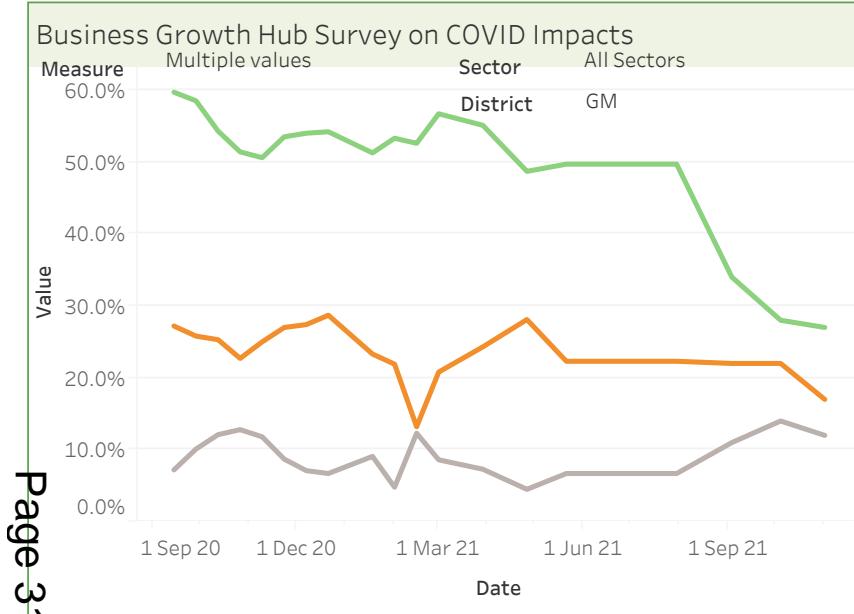
The 4-weekly average of online job postings decreased to 7,340 on 8th January. This is 14% lower than the 4 weeks to 11th December.

Median monthly pay in Greater Manchester was £1,888 in November 2021 compared to £2,007 for the UK, according to PAYE RTI data. Median monthly pay has increased 8% since November 2020 following a sharp decline at the beginning of the pandemic.

The value of Unsecured Personal Loans across Greater Manchester decreased by 1% from £1.28 billion in Q1 2021 to £1.27 billion in Q2 2021.



## Business Outlook



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### Key Facts

The most widely reported impact from the COVID crisis amongst businesses in the 12 weeks to the 1st November was decreased sales.

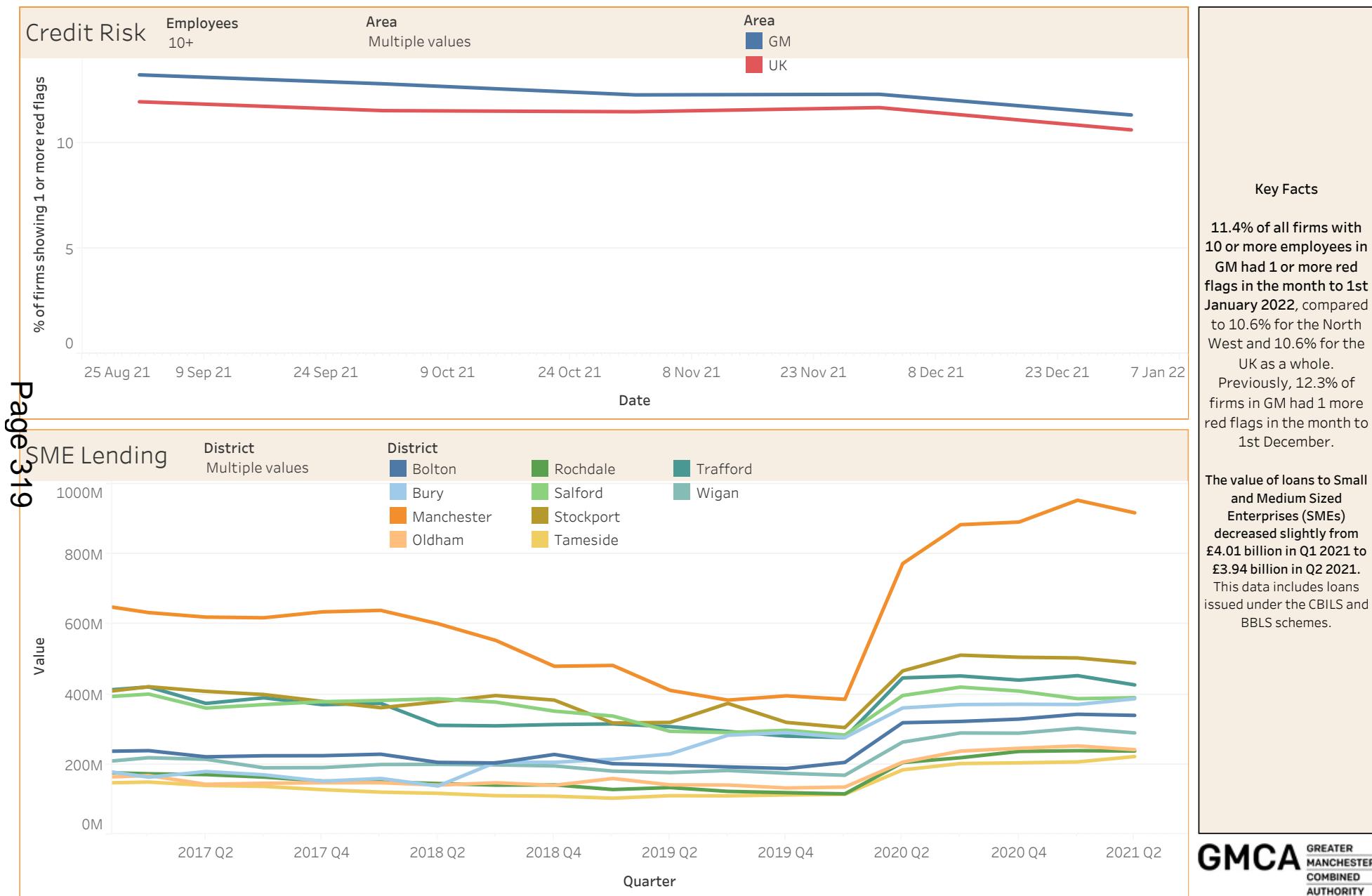
27.0% of businesses reported decreased sales, the number of businesses reporting decreased sales has declined for three consecutive months.

The number of firms that said they were considering making redundancies was 11.5% in the 12 weeks up to 29th October.

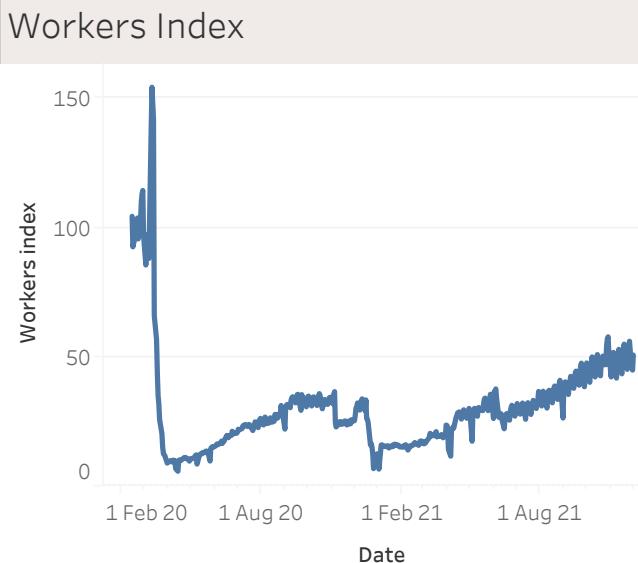
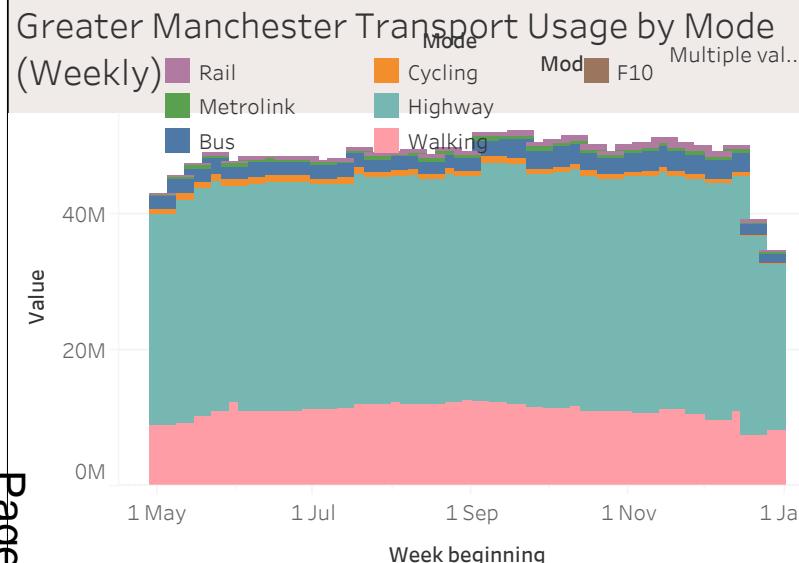
10.1% of firms said they had already made redundancies.

GM Chamber's GM Index increased from 31.9 in Q3 2021 to 32.6 in Q4 2021. This is the fourth consecutive positive score since Q1 2021.

# Business Lending and Credit Risk



## Behavioural Insights



### Key Facts

Google Mobility data for GM shows that the number of people moving through workplaces was 35% below the baseline and retail and recreation was 31% below the baseline on Friday 7th January 2021.

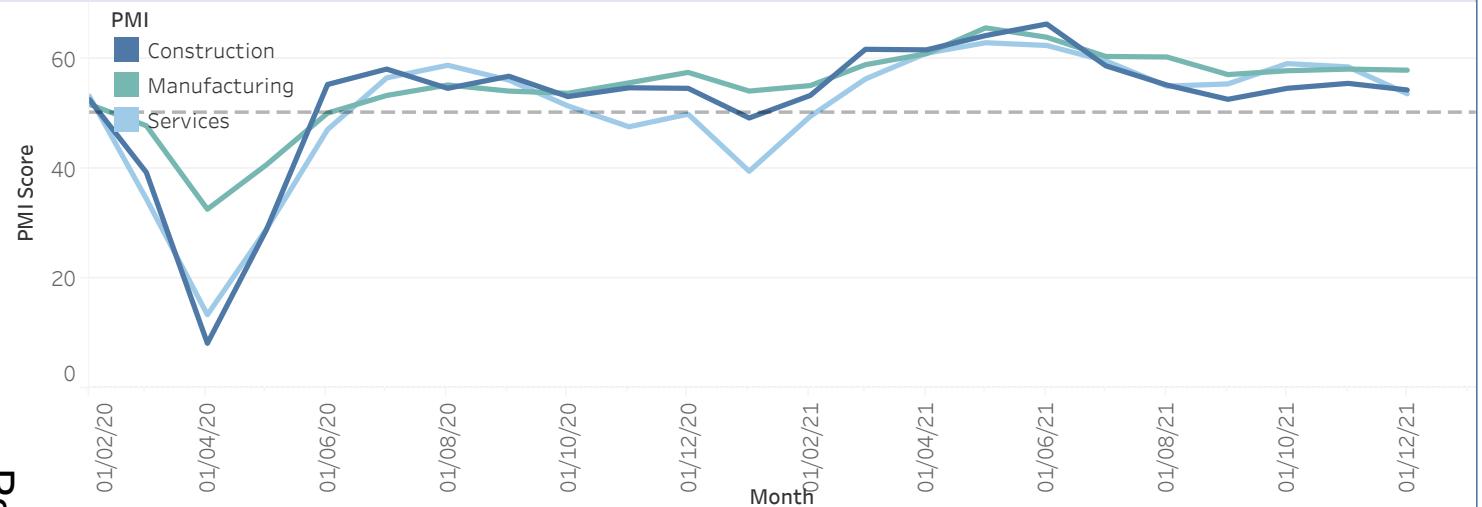
The Centre for Cities Workers index which looks at workers in the city centre in the daytime on weekdays was 50.8 on 30th November. The pre-lockdown baseline is 100.

There were 34.6 million passenger journeys across all modes of transport in Greater Manchester in week commencing 27th December 2021. Total passenger journeys are now roughly equal to pre-crisis levels.



## National Indicators

### UK purchasing managers index (Monthly)



#### Key Facts

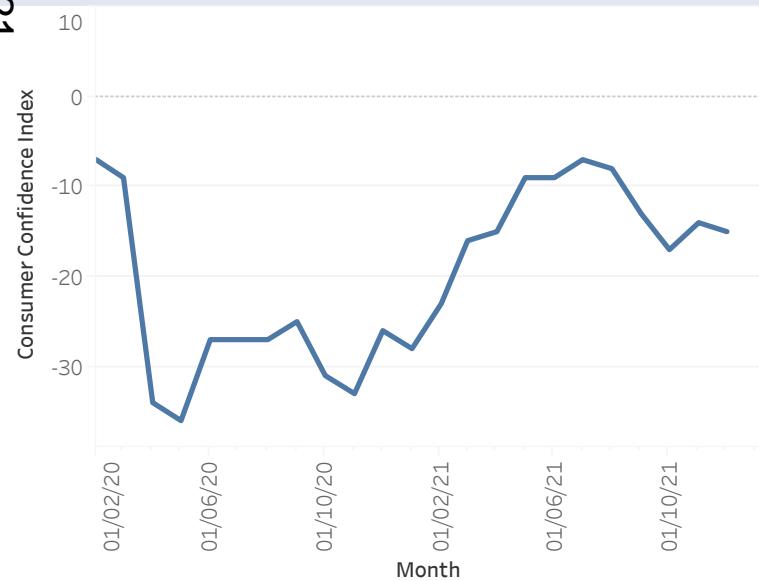
All three sectoral PMI's decreased in December. Manufacturing PMI decreased from 58.1 to 57.9, Construction PMI decreased from 55.5 to 54.3. Services PMI decreased from 55.5 to 54.3. All three PMI's are above the 50.0 threshold that indicates growth.

The UK Consumer Confidence Index decreased one point to -15 in December 2021. Consumer confidence is eight points below its February 2020 level, following a low of -36 in May 2020.

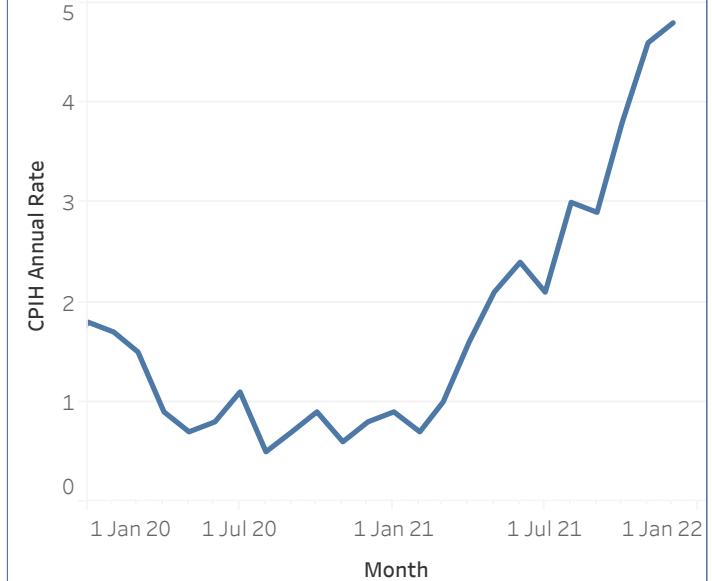
UK inflation as measured by the Consumer Price Index was 4.8% in the 12 months to December 2021. This was a 0.2 percentage points increase from the November figure of 4.6%.

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### UK consumer confidence (Monthly)



### UK Inflation



## International Trade

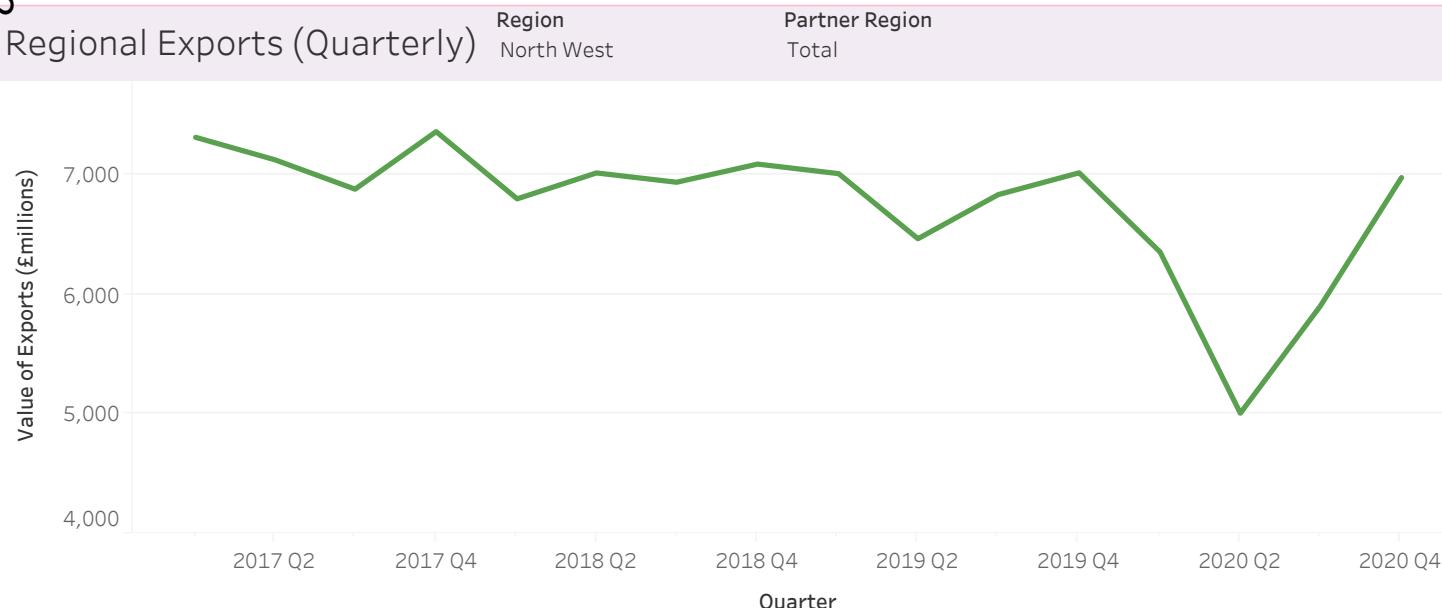
### Export Documents (Monthly)



#### Key Facts

Export documents processed by the GM Chamber of Commerce increased by 4.6% in September, from 2,103 to 2,200. The total number of export documents is down 19.9% since September 2020.

### Regional Exports (Quarterly)



The total value of exports from the North West was £7.0 billion, 1% less than Q4 2020. The total value of UK exports was £81.6 billion in Q4 2020, 7% less than Q4 2020.

Definitions	
<p><b>Labour Market and Household Finances</b></p> <p><b>Claimant Count</b> - This data is taken from a <b>monthly statistical release by the Office for National Statistics</b>. Alternative Claimant Count experimental statistics measure the number of people claiming unemployment related benefits by modelling what the count would have been if Universal Credit had been fully rolled out since 2013 (when Universal Credit began) with the broader span of people this covers.</p> <p><b>Job Postings</b> - Job postings data is <b>taken from Burning Glass and updated on a weekly basis</b>. This measure indicates new job vacancies posted in that week for GM as a whole. New job postings are averaged over 3 weeks.</p> <p><b>Median Monthly Pay</b> - Taken from the ONS's monthly experimental release using PAYE data. Median monthly pay shows what a person in the middle of all employees would earn each month. The median pay is generally considered to be a more accurate reflection of the "average wage" because it discounts the extremes at either end of the scale.</p> <p><b>Unsecured Personal Loans</b> - This is taken from UK Finance's quarterly statistical release and shows statistics on the geographic distribution of personal loans by certain UK lenders (Barclays, CYBG, Lloyds Banking Group, HSBC, Nationwide Building Society, Royal Bank of Scotland and Santander UK in Great Britain; Bank of Ireland, Danske Bank, First Trust Bank, Nationwide Building Society and Ulster Bank in Northern Ireland).</p> <p><b>Business Outlook</b></p> <p><b>Growth Company Business Survey</b> - Figures relating to the impact of COVID-19 on business are <b>taken from the Growth Company's monthly business survey</b>. The survey covers all businesses that are Growth Company Clients. This means that some businesses outside of GM that access Growth Company services may be included in the dataset.</p> <p><b>GM Index</b> - The Greater Manchester Index is a <b>quarterly composite indicator taken from seven measures in the Greater Manchester Chamber of Commerce's Quarterly Economic Survey</b>. Those seven indicators are Domestic Sales, Advance UK Orders, Export Sales, Advance Overseas Orders, Capacity Utilisation, Turnover Confidence, Profitability Confidence.</p> <p><b>Business Support and Lending</b></p> <p><b>Credit Risk</b> - This data is provided on a monthly basis by RedFlag, a provider of real-time business intelligence. The data shows businesses that have 1 or more 'red flags', this means that they are at risk of potential insolvency.</p> <p><b>SME Lending</b> - This is taken from UK Finance's quarterly statistical release. Trends covering member lending to UK small and medium sized enterprises (SMEs). Data is shown for loans and overdrafts across postcode sectors. This data includes loans made under CBILS and BBLS.</p>	<p><b>Behavioural Insights</b></p> <p><b>Google Mobility Data</b> - This data is from <b>Community Mobility Reports published by Google</b>. The reports chart movement trends over time by geography, across different categories of places such as retail and recreation, groceries and pharmacies, parks, transit stations, workplaces, and residential.</p> <p><b>Greater Manchester Transport Usage by Mode</b> - This data is provided by Transport for Greater Manchester and measures the number of passenger journeys on each mode of transport (Car, Bus, Rail, Cycling, Metrolink).</p> <p><b>Workers Index</b> - This data is taken from the <b>Centre for Cities Workers Index released on a monthly basis</b>. The index looks at city-centre workers in the city centre in the daytime on weekdays, compared to a pre-lockdown baseline of 100. The index uses anonymised mobile phone data from Locomizer.</p> <p><b>National Indicators</b></p> <p><b>Purchasing Manager's Index</b> - The Purchasing Managers' Index (PMI) is an index of the prevailing direction of economic trends in the manufacturing, service and construction sectors. It consists of a diffusion index that summarizes whether market conditions, as viewed by purchasing managers, are expanding, staying the same, or contracting. <b>The Index is published on a monthly basis by IHS Markit Economics</b>. The purpose of the PMI is to provide information about current and future business conditions to company decision makers, analysts, and investors.</p> <p><b>Consumer Confidence</b> - In the United Kingdom, the consumer confidence survey measures the level of optimism that consumers have about the performance of the economy in the next 12 months. <b>Published on a monthly basis by GfK</b>. The GfK Consumer Confidence is derived from the survey of about 2,000 consumers which are asked to rate the relative level of past and future economic conditions including personal financial situation, climate for major purchases, overall economic situation and savings level.</p> <p><b>Inflation</b> - This data is taken from a monthly release by the Office for National Statistics. The Consumer Prices Index including owner occupiers' housing costs (CPIH) is the most comprehensive measure of inflation. It extends the Consumer Prices Index (CPI) to include a measure of the costs associated with owning, maintaining and living in one's own home, known as owner occupiers' housing costs (OOH), along with council tax.</p> <p><b>International Trade</b></p> <p><b>Export Documents</b> - This is a <b>monthly count of the number of export documents processed for GM businesses</b>, as reported to GMCA by the <b>GM Chamber of Commerce</b>. It gives an indication of the level of international trade happening in GM in the month.</p> <p><b>Regional International Trade</b> - This data is published by HMRC on a quarterly basis. The data combines EU and Non - EU trade for all regions of the UK.</p>

GMCA Data

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# GMCA

### Introduction

This Decision Support Tool allows users to self-assess the impact of the proposed policies, initiatives, or services against GMCA policy frameworks. It provides decision makers with a high-level assessment of how a decision meets GMCA policy goals and can facilitate a process of revising Decisions to better meet the agendas. Where more detailed assessment is needed, users should consult other tools that lead to a full assessment of specific impact areas as indicated (e.g. CBA, Equalities Proforma, Life cycle assessment).

This Tool does not yet assess embodied carbon nor go into the detail of intersectionality of equalities decisions. As such, it is important that users take an overview approach when using this tool to inform decision making at CA level.

<b>Overview information</b>		<i>Please complete all fields</i>	
Name of policy / initiative / service to be assessed	Economic Resilience Dashboard		
Author(s)	Jack James		
Date of Assessment	14th January 2022		
Document Version	N/A		
Corporate objective being addressed	N/A		
Department / function carrying out the assessment	Research		
Who is responsible for the implementation of the policy / initiative / service? (function head / department manager)	John Wrathmell		
Brief description of the proposal or decision	N/A		
Value (£)	N/A		
Is this a strategy document?	No	▼	
If this is a strategy document will this strategy have an impact over multiple years?	No	▼	
Where does this policy / initiative / service apply to? (Check all that apply)	<input checked="" type="checkbox"/> All of Greater Manchester <input type="checkbox"/> Stockport <input type="checkbox"/> Bolton <input type="checkbox"/> Oldham <input type="checkbox"/> Tameside <input type="checkbox"/> Bury <input type="checkbox"/> Rochdale <input type="checkbox"/> Trafford <input type="checkbox"/> Manchester <input type="checkbox"/> Salford <input type="checkbox"/> Wigan		

## 1. Impacts Questionnaire

### Guide

This questionnaire will provide high level scoring on key impact areas related to GMCA policy. The results are given a RAG (Red, Amber, Green) result indicating how the proposed Decision fits with GMCA policy related to the impact area.

Questions for each key impact area require a yes/no answer to determine if they are relevant. For those that are, an additional set of questions will appear and options to indicate the impact will be presented. The definitions of the possible impacts are as follows:

<b>Yes, with long lasting and/or significant positive impact.</b> The proposal or decision has positive impacts that are long lasting (3 or more years) and/or are significant for large numbers of GM residents and/or a significant proportion of a particular group or community.
<b>Yes, with short term (3 years of less) or limited positive impact.</b> The proposal or decision has positive impact, but will be limited in its effects or have a short lifespan.
<b>No, the decision or proposal has no positive or negative impact.</b> It will not affect any discernible positive or negative change.
<b>Yes, but with short term (3 years of less) or limited negative impact.</b> The proposal or decision has negative short term or limited impacts.
<b>Yes, but with long lasting (more than 3 years) or severe negative impact.</b> The proposal or decision has negative impacts that are long lasting (3 or more years) and/or are significant for large numbers of GM residents and/or a significant proportion of a particular group or community.

All Decisions will then be given a RAG (Red, Amber, Green) rating on applicable Impact areas. The definitions of these are:

<b>All green.</b> The proposal or decision is expected to have <b>positive impacts overall</b> , whether long or short term.
<b>Equal number of red and green OR at least one red.</b> The proposal or decision has both positive and negative impacts OR have net neutral impact with equal positive and negative overall outcomes. Careful consideration of trade-offs is recommended.
<b>Mostly red, with at least one green and/or one grey.</b> Careful consideration of trade-offs is necessary.
<b>All red.</b> The proposal or decision is expected result to <b>negative impacts overall</b> . It should receive most attention for mitigation or be avoided. Clear and evidenced justification to progress this proposal will be required.

### Impacts Questionnaire

#### 1. Equality and Inclusion

Will this proposal or decision affect individuals or groups in different ways, including for example, social equality and inclusion?

<input type="radio"/> Yes
<input checked="" type="radio"/> No

RAG Result

Comment

Proceed  
to next  
question  
↓

1	Will this proposal or decision disproportionately affect people with one or more protected characteristics?	<input type="text"/>
2	Will this proposal or decision affect other people or groups, for example, people with caring responsibilities, or those that are socially and economically disadvantaged?	<input type="text"/>
3	Will this proposal or decision affect local people's access to public services (e.g., community centres, transport services, health services)?	<input type="text"/>
4	Will this proposal support communities in shaping decisions that affect them?	<input type="text"/>
5	Will this proposal or decision affect community cohesion?	<input type="text"/>

<input type="text"/>

## 2. Health

Will this proposal or decision affect people's physical or mental health?

<input type="radio"/> Yes
<input checked="" type="radio"/> No

1	Will this proposal or decision affect the physical health of GM residents?	<input type="text"/>
2	Will this proposal or decision affect the mental health and wellbeing of GM residents?	<input type="text"/>
3	Will the proposal or decision affect residents' levels of physical activity?	<input type="text"/>
4	Will the proposal or decision affect levels of social isolation?	<input type="text"/>
5	Will this proposal or decision affect resident access to healthcare services (physical and mental) through the provision or removal of infrastructure (transport links, digital infrastructure, hospitals, surgeries etc)?	<input type="text"/>
6	Will this proposal affect the accessibility and provision of healthy food in GM (e.g., delivery of surplus food to food banks/charities/communities, the 'no child hungry provision', or local food production)?	<input type="text"/>

RAG Result	Comment
<input type="text"/>	<input type="text"/>

## 3. Resilience and Adaptation

Will this proposal or decision affect GM's vulnerability and/or resilience to climate, disaster, public safety, or health risks?

<input type="radio"/> Yes
<input checked="" type="radio"/> No

RAG Result	Comment
------------	---------

Proceed  
to next  
question  
↓

1	Will this proposal or decision affect the risks in GM, e.g., climate, disaster, public safety or health risks?	<input type="text"/> ▼
2	Will this proposal or decision enable individuals, communities, or businesses to better withstand and recover from disruption more quickly and effectively?	<input type="text"/> ▼
3	Will this proposal or decision affect current levels of vulnerability both for people and the environment?	<input type="text"/> ▼
4	Will this proposal or decision make our communities safer and stronger, for example, by tackling crime or anti-social behaviour?	<input type="text"/> ▼
5	Does this proposal or decision affect the quality and provision of green and blue infrastructure?	<input type="text"/> ▼


#### 4. Housing

Will this proposal or decision affect housing in GM?

<input type="radio"/> Yes
<input checked="" type="radio"/> No

1	Will this proposal or decision affect people who are experiencing or at risk of any form of homelessness, including for example, rough sleeping?	<input type="text"/> ▼
2	Will this proposal or decision affect the accessibility or affordability of homes for GM residents?	<input type="text"/> ▼
3	Will this proposal or decision improve derelict urban land or reuse redundant or underused buildings for local housing?	<input type="text"/> ▼
4	Will this proposal or decision facilitate construction of new-build residential building(s)?	<input type="text"/> ▼
5	Will this proposal or decision facilitate maintenance or improvement of existing residential building(s)?	<input type="text"/> ▼
6	Will this proposal or decision affect mandates or regulations for landlords on building standards?	<input type="text"/> ▼

RAG Result	Comment

#### 5. Economy

Will this proposal or decision affect GM's local economy?

<input type="radio"/> Yes
<input checked="" type="radio"/> No

RAG Result	Comment
------------	---------

Proceed  
to next  
question  
↓

1	Will this proposal or decision contribute to improving economic development in Greater Manchester?	<input type="button" value="▼"/>		
2	Will this proposal or decision increase or decrease employment opportunities for local people?	<input type="button" value="▼"/>		
3	Will this proposal or decision create, retain or attract ' <b>good jobs</b> ' with opportunities and support available for people to progress and develop?	<input type="button" value="▼"/>		
4	Will this proposal or decision help local businesses maximise potential economic assets?	<input type="button" value="▼"/>		
5	Will this proposal contribute to innovation, R&D, and knowledge economy in GM?	<input type="button" value="▼"/>		
6	Will this proposal attract <b>inward investment</b> in our towns and cities?	<input type="button" value="▼"/>		
7	Will this proposal increase opportunities for formal education, vocational training or skills development (including lifelong and community learning)?	<input type="button" value="▼"/>		
8	Does this proposal entail the construction or re-purposing of building(s) for non-residential purposes?	<input type="button" value="▼"/>		

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## 6. Mobility and Connectivity

Will this proposal or decision affect mobility and connectivity in GM through transport and digital infrastructures?

Yes  
 No

Proceed  
to next  
question  
↓

	RAG Result	Comment
1 Does this proposal or decision affect digital connectivity?	<input type="button" value="▼"/>	
2 Does this proposal or decision digitally-enable current or future transport infrastructure via smart systems (e.g., smart ticketing, smart motorways)?	<input type="button" value="▼"/>	
3 Will this proposal or decision affect access to services for users through physical or digital infrastructure, such as provision of new transport links or online services?	<input type="button" value="▼"/>	
4 Will this proposal or decision effect road congestion?	<input type="button" value="▼"/>	
5 Does this proposal or decision affect affordability of transport or digital services?	<input type="button" value="▼"/>	
6 Does this proposal or decision affect transport connectivity?	<input type="button" value="▼"/>	
7 Does this proposal or decision affect cycling, walking, bus, tram or train availability and/or access?	<input type="button" value="▼"/>	
8 Does the proposal or decision affect roads or parking?	<input type="button" value="▼"/>	

9	Will this proposal or decision procure or lease a new vehicle?	<input type="text"/>		
10	Will this proposal or decision restrict petrol/diesel vehicle use in towns and cities?	<input type="text"/>		

**7. Carbon, Nature and Environment**

Will this proposal or decision affect the natural environment, carbon emissions, air quality and local pollution in GM?

<input type="radio"/> Yes
<input checked="" type="radio"/> No

1	Will this proposal or decision <b>affect local air quality</b> , for example, by changes in levels of exposure to PM2.5?	<input type="text"/>
2	Will this proposal or decision affect the level of water, light or noise pollutants in the environment (excluding air pollution)?	<input type="text"/>
3	Does this proposal or decision affect the amount of carbon that is held within <b>natural sinks</b> in GM e.g., through changes in forestry or peatland?	<input type="text"/>
4	Does this proposal or decision affect the visual amenity of the environment?	<input type="text"/>
5	Will this proposal or decision affect <b>biodiversity</b> ?	<input type="text"/>
6	Will this proposal or decision change the local community's access to greenspace?	<input type="text"/>

RAG Result	Comment

**8. Consumption and Production**

Will this proposal or decision affect waste and recycling within GM?

<input type="radio"/> Yes
<input checked="" type="radio"/> No

1	Does this project or decision have an impact on the amount of waste produced, including food waste?	<input type="text"/>
2	What impact will this project or decision have on goals to minimise construction waste?	<input type="text"/>
3	Will this project or decision affect current or future reuse or recycling rates?	<input type="text"/>
4	Does this proposal or decision consider resource efficiency and take steps to <b>increase circularity</b> ?	<input type="text"/>
5	Will this proposal or decision affect levels of single-use plastics and packaging in GM?	<input type="text"/>

RAG Result	Comment

Proceed  
to next  
question



#### **9. Climate Change Target**

How does this proposal or decision contribute to achieving the Greater Manchester **Carbon Neutral 2038 target?** What more could be done to improve this contribution further?

*Enter text answer below (include summary of climate change mitigation measures)*

## 2. Simple Carbon Assessment

### Guide

The Simple Carbon Assessment tool scores the Decision against best practice for reducing carbon emissions that cause climate change in line with GMCA targets. You only need to answer the sections indicated - this is determined by answers given in the Impacts Questionnaire.

Some questions require a yes/no response that is scored. Others require a comment that will provide additional context for a reviewer of the decision. If 'Non Applicable' is given as an answer add a brief explanation why this is the case.

All questions need to be answered to score a section.

For any scoring a comment can be added as justification in the 'Comment' column.

Embodied carbon is not specified in the simple assessment - full life cycle assessment is required and advisable to comment on this.

The scoring is colour coded as follows:

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Grey	Grey: No associated carbon impacts expected for decision.
High green	High green: In the simple assessment the decision meets the highest standard in terms of practice and awareness.
Low green	Low green: In the simple assessment the decision meets most of the associated best practice with a good level of awareness.
Brown	Brown: In the simple assessment the decision only partially meets associated best practice and/or awareness is lacking, significant room for improvement.
Black	Black: In the simple assessment the decision does not meet best practice and/or there is insufficient awareness of carbon impacts.

### Simple Carbon Assessment

#### Buildings

✗ You do not need to answer section 1a

##### Q.1a If the Decision will contribute to the construction of a new residential building:

	Answer	Comments	Result
State the design energy performance certification (EPC) of the building(s).			
Does the proposed building fabric exceed required standards of energy efficiency (part L)?			
Does the new building(s) include a natural gas or oil based heating system?			
Are proposed buildings to Passivhaus standard?			

Have life cycle (embodied) carbon emissions of building materials been considered and minimised in building design and are steps taken to procure lowest carbon options?	<input type="text"/>	
Estimated additional costs to increase building air tightness and/or swap to low carbon heating.	Answer	
Is the development on a <b>brownfield</b> site?	<input type="text"/>	
Is there suitable pedestrian and cycle access from the new building(s) to all or some of the following amenities - food shopping/other shops/transport hub/health care services?	<input type="text"/>	
Building will include <b>onsite renewable energy</b> (Solar Photovoltaics (PV), Solar Thermal, Ground/Air Source Heat Pump)?	<input type="text"/>	

**X** You do not need to answer section 1b

**Q.1b If the decision will contribute to the renovation or maintenance of a residential building(s):**

	Comments	Result
What is the current <b>EPC</b> standard of the building(s) and what will it be following the intervention(s)?	<i>Enter text answer here</i>	
If natural gas/oil heating systems are present will they be replaced with a <b>low carbon alternative</b> ?	<input type="text"/>	
Have life cycle (embodied) carbon emissions of building materials being considered and are steps taken to procure lowest carbon options?	<input type="text"/>	
Will the building fabric be upgraded to improve energy efficiency?	<input type="text"/>	
Will a <b>minimum EPC rating of 'C'</b> be attained?	<input type="text"/>	
What additional costs are associated with upgrading building to <b>EnerPhit</b> standard after intervention?)	<i>Enter text answer here</i>	
Will onsite renewable energy generation ( <b>Solar Photovoltaics or Solar Thermal</b> ) be added as part of the renovation/maintenance?	<input type="text"/>	

**X** You do not need to answer section 1c

**Q.1c If the Decision will contribute to the construction of a new commercial/industrial building:**

	Comments	Result
State the design energy performance certification ( <b>EPC</b> ) of the building(s).	<i>Enter text answer here</i>	
Does the proposed building exceed required standards of energy efficiency (part L)?	<input type="text"/>	

Does the new building(s) include a natural gas or oil based heating system?	<input type="button" value="▼"/>	
Does the building design include a <b>Building Energy Management</b> system or <b>Building Management System</b> ?	<input type="button" value="▼"/>	
Estimated additional costs to improve to higher fabric efficiency standard.	Enter text answer here	
Have life cycle (embodied) carbon emissions of building materials being considered and are steps taken to procure lowest carbon options?	<input type="button" value="▼"/>	
Is the development on a <b>brownfield</b> site?	<input type="button" value="▼"/>	
Is there suitable pedestrian and cycle access to/from the new building(s) for car free commuting?	<input type="button" value="▼"/>	
Is there a bus/tram/train stop near (up to a mile) from the building(s) for car free commuting?	<input type="button" value="▼"/>	
Will the development include multiple electric vehicle charging points?	<input type="button" value="▼"/>	
Does the development include facilities for cyclists (secure, dry bike storage)?	<input type="button" value="▼"/>	
Will the building have onsite renewables energy generation (Solar Photovoltaics (PV), Solar Thermal, wind generator)?	<input type="button" value="▼"/>	

**Transport**

**X** You do not need to answer section 2a

**Q.2a If this Decision affects cycling, walking, bus, tram or train availability and/or access:**

		Comments	Result
Is an existing <b>active travel route</b> being extended/improved?	<input type="button" value="▼"/>		
Is an existing <b>active travel route</b> being removed/reduced?	<input type="button" value="▼"/>		
Is an <b>active travel route</b> being created?	<input type="button" value="▼"/>		
Is access to existing and planned local educational, shopping, leisure and work facilities by public transport being improved?	<input type="button" value="▼"/>		
Are new public transport facilities being constructed?	<input type="button" value="▼"/>		
Are existing public transport facilities being removed or disrupted?	<input type="button" value="▼"/>		

**X** You do not need to answer section 2b

## Q.2b If the Decision affect roads, parking or vehicle access:

	Comments	Result
Road capacity will be increased for vehicles only?	<input type="button" value="▼"/>	
Access for cyclists or pedestrians on this will be reduced?	<input type="button" value="▼"/>	
Access for cyclists or pedestrians on this will be improved?	<input type="button" value="▼"/>	
Will the Decision incentivise more personal vehicle travel?	<input type="button" value="▼"/>	
With the exception on Disabled Parking – will the Decision increase car parking availability in town/city centres?	<input type="button" value="▼"/>	
Does the Decision increase access to electric vehicle charging points?	<input type="button" value="▼"/>	

X You do not need to answer section 2c

## Q.2c If this Decision affect access for residents to amenities:

	Comments	Result
Does the development improve access to shops and services for residents by walking/cycling?	<input type="button" value="▼"/>	
Does the development improve access to shops and services for residents by bus/tram?	<input type="button" value="▼"/>	
Does the development require access to a car to reach?	<input type="button" value="▼"/>	

X You do not need to answer section 2d

## Q.2d If the Decision requires the procurement of a new vehicle:

	Comments	Result
What is the vehicle?	Enter text answer here	
Is the vehicle fully electric or hydrogen fuelled?	<input type="button" value="▼"/>	
Were <b>whole-life costs</b> for the vehicle (operation as well as initial purchase) considered?	<input type="button" value="▼"/>	
If a fully electric or hydrogen option is not being selected state why.	Enter text answer here	

**X** You do not need to answer section 3a

Q.3a If the Decision changes existing land use:	Comments	Result
Will there be construction on existing green space?	<input type="text"/>	
Does this decision involve transformation/repurposing of a brownfield site?	<input type="text"/>	
Will a new natural habitat (above net gain criteria) be created?	<input type="text"/>	
Will existing green space/natural habitat be preserved?	<input type="text"/>	

### **3. Equalities Impact Assessment**

**X** Based on your Impacts Questionnaire response, you are not required to complete this Equalities Impact Assessment.

If an EIA has already been undertaken for this proposal, completion of the proforma below is not required. Any existing EIA and supporting documents should be made available to the decision makers and the findings of that assessment / mitigating actions recorded in the main body of this tool and decision makers report as appropriate



## 4. Results

### Results, interpretation and use

This tool allows users to self assess the impact of decisions against GMCA policy frameworks. Policy decisions may not always lead to universally positive outcomes, particularly if there will be associated trade-offs in other sectors. Here, the term "impact" is used to capture both positive and negative outcomes of a decisions. The results give a RAG (red, amber, green) rating indicating whether expected impacts align with GMCA policy goals. An explanatory note/justification can be added to the overall rating result.

The results give a RAG (red, amber, green) rating indicating whether expected impacts align with GMCA policy goals. An explanatory note/justification can be added to the overall rating result.

These results provide a high-level assessment, further details can be found by viewing responses to the Impacts Questionnaire and the Carbon Assessment.

### Exporting the results for use in another document

1. Add any explanatory notes next to each RAG rating. Note that the explanation for Climate Change Implications and Mitigation Measures has already been populated by your response in the Impacts Questionnaire.
2. Highlight the table(s) you wish to output (with the mouse, click and drag from the top left-hand corner of the table to the bottom right-hand corner).
3. Copy the table. You can do this by right-clicking and selecting 'Copy' or by using the copy button in the toolbar above which looks like this: 
4. Open your Word (or other) document and paste the table in. You can do this by right-clicking where you would like it to appear in the document and selecting 'Paste'.

### Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health		
Resilience and Adaptation		
Housing		
Economy		
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		

Contribution to achieving the Greater Manchester Carbon Neutral 2038 target.

### Carbon Assessment

Overall Score N/A

<b>Buildings</b>	<b>Result</b>	<b>Justification/Mitigation</b>
New Build residential		
Residential renovation or maintenance		
New Build Commercial/Industrial		
<b>Transport</b>		
Active travel and public transport		
Roads, Parking and Vehicle Access		
Access to amenities		
Vehicle procurement		
<b>Land Use</b>		
Land use		

#### **Colour-coded scoring definitions**

	Grey: No associated carbon impacts expected for decision.
	High green: In the simple assessment the decision meets the highest standard in terms of practice and awareness.
	Low green: In the simple assessment the decision meets most of the associated best practice with a good level of awareness.
	Brown: In the simple assessment the decision only partially meets associated best practice and/or awareness is lacking, significant room for improvement.
	Black: In the simple assessment the decision does not meet best practice and/or there is insufficient awareness of carbon impacts.