

# The Greater Manchester Strategy: Good Lives for All

Greater Manchester:  
a great place to grow up, get on and grow old;  
a great place to invest, do business, visit and study.

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### 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. In response to the pandemic we have come together as a mature and honest system wide partnership to respond to the challenges faced, which tested our responses, our ability to adapt and the needs of our communities, places and businesses. As we move forward from the pandemic, Greater Manchester is determined to become **greener, fairer, more prosperous, driven by opportunities in all localities** across the conurbation.

This Strategy is Greater Manchester's plan for all the communities, neighbourhoods, towns and cities which make up our city-region. It is our plan for recovery and renewal following the pandemic. It provides a clear direction of travel for our city-region, 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.*** And, critically, it sets how we will work together to achieve that goal.

The previous Greater Manchester Strategy [\[INSERT LINK\]](#) set bold challenges and ambitions under ten thematic blocks. Throughout its implementation progress against those objectives and actions was regularly reported and high level outcome

dashboards updated to monitor progress. As we move forward from that strategy to this, what has become clear is if we are to effectively address today's most pressing issues for our city-region – **responding to the interconnected challenges of climate change and inequality** – we need to take a different approach. We need to delve below the averages, we need to act quickly on decarbonisation, and we need to challenge ourselves to ensure we are responding to the issues that are currently holding us back and preventing everyone in Greater Manchester living a good life. This refreshed Greater Manchester Strategy therefore puts the climate and equalities agendas at its heart. These interconnected and overarching agendas will 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.

This Strategy is a blueprint to corral and energise our partnerships, galvanise relationships, working across agencies and sectors, and provide a platform for the further development and establishment of new relationships, opportunities and ways of working. The Strategy has been developed with, and agreed by, all ten councils, the Mayor, the NHS, Transport for Greater Manchester, Greater Manchester Police and Greater Manchester Fire and Rescue Service, with support from the Local Enterprise Partnership, businesses, universities, voluntary, community and social enterprise organisations, and members of the Greater Manchester Equality Panels and GM Equality Alliance.

## Context

Greater Manchester's population of 2.8million is growing and getting older. The Independent Prosperity Review confirmed that the forecast 13 per cent growth in the local population by 2040 only includes a five per cent increase in the working age population, compared to 50 per cent growth for over-65s and 100 per cent growth for over-85s. The growth in the number of people in mid and later life represents the biggest demographic shift facing the city-region over the next few decades and will impact on all areas of life from health, to work, to education/reskilling, to culture, leisure and travel. Greater Manchester, with the wider UK, faces major challenges to improving population health and capitalising on the opportunities created by demographic change, including the need for significant innovation to transform the health and social care system. In deprived areas, enabling an increase in healthy life expectancy is even more of a challenge, and poor population health (compared to the UK average) is also a very significant barrier to economic growth and productivity.

This Strategy sets out our clear outcomes and commitments [\[INSERT link to outcomes & commitments table, \(designed version being used in short print version??\) \]](#) to be delivered. We will use these to further our relationship with central Government, investors and collaborators, providing a platform for our future and how we would like to work in partnership to achieve our shared vision. Through this

Strategy we provide a clear line of sight between our priorities, the ways we work, and how we deliver to support residents, places and businesses in meeting their needs, and ensuring our services are responsive to the lived experience of Greater Manchester's citizens. We will maximise opportunities and be responsive to fiscal events, ensuring available resources, flexibilities and accountabilities are aligned and delivering in support of our vision.

This is Greater Manchester's fifth Strategy and builds on the strong foundations of cooperation within the conurbation from commissioning of the Manchester Independent Economic Review which underpinned the first Greater Manchester Strategy in 2009, through to the Independent Prosperity Review and One Year On Report, Local Industrial Strategy and Unified Public Services White Paper, the Independent Inequalities Commission Report and Build Back Fairer Report. [\[INSERT LINKS\]](#)

The Strategy was due to be refreshed in 2020, however this was delayed for a year due to the Covid pandemic which threw Greater Manchester into an unprecedented situation. The challenges posed by the pandemic necessitated a collaborative approach to working at a scale not seen before across sectors and agencies across Greater Manchester, and ultimately in the development of the One Year Living with Covid Resilience Plan [\[INSERT LINK\]](#). The Plan has provided a bridge to this new Greater Manchester Strategy, assessing the impacts of Covid and co-ordinating responses, as well as providing a framework and clear set of priorities support the effective delivery of services and support as the city-region recovers from, and lives with Covid.

Recovery from the pandemic will be tough. Our people and places have been disproportionately impacted, and the effects and impacts of that will be persistent and far reaching. We want to ensure all our people are supported to live a good life in Greater Manchester, through all ages and stages in their lives. For example, we will support our children and young people to be good learners, with any necessary family help, education recovery, wrap-around provision and health and wellbeing needs being met.

The scale of the challenge to recover to our pre-pandemic position, and then go further, cannot be underestimated. Our services are under strain, our people have suffered more than other places, and our need for investment to support a greener and more equitable recovery is vast. We will capitalise on the 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, clear on the scale of the challenge ahead.

The pandemic has highlighted the importance of strong communities who take care of each other and of accessible, attractive and safe public spaces and streets. We will build on this and as our city and town centres and high streets start to recover, we will actively develop innovative and alternative models that will reinvigorate our much loved shared spaces, ensuring they are accessible, reflective of and inviting and safe for all residents and visitors. Our town centres and high streets will once again become the engines of growth for our city-region.

Our Strategy sets the direction of travel for Greater Manchester for the coming decade. This medium-term timescale will allow for stability and clearly set a course for the city-region's recovery, renewal and progression following the pandemic, in line with the economic vision developed by the LEP and adopted by the Combined Authority. The Strategy is accompanied by a three-year delivery plan which will be monitored, revised and reviewed on a regular basis. The delivery plan will capture the headline actions which are being delivered in collaboration across the Greater Manchester system in support of the achievement of the shared outcomes and commitments in this ten-year strategy. The delivery plan will be responsive to changing circumstances, ensuring opportunities can be capitalised upon, and challenges are understood, and appropriate responses put in place. Building from the learning and experience of the Greater Manchester systemwide pandemic response, this strategy, and the supporting delivery plan, provide for dynamic and flexible responses as circumstances and needs change, but still moving towards our collective end goals.

We were already on a digital journey, which has been accelerated by the pandemic. As part of our recovery and the progression of Greater Manchester, we will continue to embrace digital technologies and deliver ambitious digital infrastructure plans for our city-region, ensuring our people and places can make the digital shifts required to enable the attainment of our collective ambitions. Through this Strategy we will realise the myriad of opportunities a digitally fuelled city-region provides, and put our residents at the heart of our plans and set our ambition to be a world leading digital city-region, recognised globally for its digital innovation.

Across Greater Manchester partnerships we are collectively delivering a series of detailed, plans and activities. **It is not therefore the intention of this strategy to reproduce that detail**, but to frame how individual elements come together, **focusing on those things where we need systemwide action to drive the changes we all want to see**, to support the attainment of our shared vision of good lives for all.

Driven by our joined up and collaborative policy and intervention approaches, we can level up our city-region. Greater Manchester has a proven track record regarding devolved powers, funding and delivery. Through this Strategy we will go further:- we will ensure all of our people have access to safe, decent and affordable transport; we will accelerate our plans towards our carbon neutral ambition; we will create greener homes and communities; and better jobs and skills.

[\[Insert link to GM's Levelling Up Deal \(A\)\]](#)

## **A Greener Greater Manchester: Responding to the Climate Emergency**

### **The Climate challenge**

**In Greater Manchester we are determined to act decisively, rapidly and effectively in response to the climate emergency, and for us to be ahead of the curve; not left behind.**

Climate change is the single biggest threat that the world faces with human activities the main cause. The impacts of climate change are already here today in the increased frequency and magnitude of extreme weather events from heatwaves, droughts, flooding, winter storms, hurricanes and wildfires. Environmental challenges threaten the health and prosperity of our city-region. If we don't all act now, these will only worsen and the consequences will be felt even further by future generations. Their homes will be at greater risk of flooding, heat stress will be a greater risk to their health, water shortages will be more common and their natural environment – green spaces, soils and species will be at greater threat. The world will be a less safe place to live – coastal area areas will flood, food supply will be less secure, more species will become extinct and people could be driven into migration and conflict.

Whilst the climate emergency affects us all, it is the most vulnerable and disadvantaged communities who are often the least responsible for causing climate change who are experiencing the worst impacts be that at a global scale in developing countries, or closer to home in our deprived communities. These communities often have the least capacity to adapt and respond. We already see poorer access to high quality green spaces, and biodiversity under threat. In our responses to the climate emergency, we will ensure across Greater Manchester that the costs of decarbonisation do not fall on those who can least afford it. We will ensure our responses drive our ambitions to tackle inequalities. We need to live differently to tackle climate change addressing those activities which impact negatively on our climate, whilst recognising that we live in a global ecosystem where activity is interlinked, and it is incumbent upon us all to address the climate emergency and in so doing tackle the inequalities which exist.

As we respond to the climate emergency, we will ensure that those most vulnerable in our society benefit from innovation, investment and development. Delivering on Greater Manchester's carbon neutrality ambition will drive levelling up across our city-region, providing opportunities for people and places, whilst also tackling issues such as fuel poverty.

### **A carbon neutral Greater Manchester**

Greater Manchester has already adopted a science-based target which gives us a total carbon budget and a carbon neutral target date. Whilst the carbon neutral target date of 2038 makes clear our overall ambition and vision for Greater Manchester, the rate at which we deliver decarbonization is key and our five-yearly carbon budgets help us track our progress. Urgent action is needed, together with innovation that will accelerate future change. It is within our gift to start now, using the tools and technologies already available to use but to achieve our challenging ambitions we also need to stimulate innovation – in new technologies and processes, in new business models and in how we are all engaged, educated and upskilled. We recognise moving quickly on decarbonisation holds the key to enabling better jobs, better homes, better transport and supporting good lives for all. This involves us working in different ways and is why we launched the **UK's first regional Clean Growth Mission** for Greater Manchester [\[INSERT LINK\]](#) mobilising everyone around our mission for a carbon neutral city-region and breaking down the barriers

between traditional sectors and groups. The Mission focuses both on rapidly reducing our carbon emissions and stimulating business innovation to achieve our goals. Our ways of working in support of the attainment of the Clean Growth Mission, enables the adoption of approaches that are reflective of the links, complexities and roles of individuals, agencies and networks in delivering the agreed aims. The approach focuses on problem-solving challenges facing society, which require many different sectors' involvement to solve.

This strategy intentionally removes priorities around traditional 'policy silos', enabling the whole of the system to come together in support of the attainment of our collective goals, responsive to the climate emergency and all working together to achieve carbon neutrality to the benefit of all our people and places.

[Insert link to case study decarbonising our city region & delivering social value & inclusive growth (b)  
Vision for a low carbon GM E]

### **Capitalising on opportunities of moving to carbon neutrality**

While responding to the climate challenges our city-region faces, we will also ensure we develop and capitalise on opportunities presented as we move towards carbon neutrality by harnessing the potential for delivering economic, social and environmental benefits together. Delivery of this Strategy will ensure our activities are aligned and supportive of our carbon neutrality goal, with activities which are not conflicting or contrary to its attainment. This will involve whole system responses and collaborative approaches and accountabilities, which span across sectors, partnerships and agencies, even down to roles for individual citizens. This development will not always be straight forward, and will involve trade-offs, and an understanding of the widest possible impacts arising from our proposals, and will involve taking decisions with an evidenced understanding of the implications of our actions.

We are building ways to develop our understanding of the environmental impacts of our decisions and actions. Embedding understanding and assessment of possible impacts early in our policy planning and development activities will enable us to reconsider decisions that take us further away from our carbon neutral ambition, support the development of more environmentally friendly propositions, enable mitigating actions to be developed and delivered, and expand co-benefits, in addition to driving understanding and ownership that it is the responsibility of each and everyone of us to be responsive to, and contribute positively towards, our carbon neutral ambition. The development and adoption of a decision support tool, currently used for Combined Authority decision making, but with the intention of wider partnership adoption, is a significant step towards enabling this assessment and support in the development of policies and delivery which positively support our carbon neutrality target. [Insert link to Decision support tool information in ways of working]

[Insert link to case study – GMFRS taking lead on responding to climate change – use long version C ]

We will address the challenges posed by climate change head on; our collective ambitions around decarbonising our city-region are unprecedented, but we are

already translating that ambition into reality, not least via the Five-Year Environment Plan [\[ADD LINK\]](#), and will continue to drive this through the delivery of this Strategy's actions and our ways of working. We recognise the scale of the challenge we have set ourselves, for example in decarbonising the transport network across Greater Manchester, but embark on such a dramatic transformation in the knowledge that only intervention at pace and scale, and with the right support from Government, will be sufficient to meet the environmental challenges posed. And that such change will bring a range of benefits and opportunities to the people of Greater Manchester.

The attainment of our ambitious targets will require a transformation of the energy system and changes to the way we use and generate energy. In Greater Manchester we need to see a rapid increase to the use of public transport, active travel and low emission vehicles, our homes and buildings need to be far more energy efficient, we will need to drive up the use of solar photovoltaic energy, low carbon heat will be generated locally, and our businesses will need to adopt more circular modes of operation.

[\[Insert link to case study – GM Planning for a carbon neutral Greater Manchester public sector estate D\]](#)

Climate change is already impacting on our city-region, with more frequent and severe flood events being seen. These impacts will worsen in the future, given the projections of the level of climate change already caused and unavoidable due to emissions already in the atmosphere. Understanding the significant impacts this will have on our economy, society and natural environment, forms the basis of Greater Manchester's Resilience Strategy. In seeking to make Greater Manchester one of the most resilient places that strategy recognises the role of the natural environment and utilises nature-based solutions to reduce flood risk or creating better green spaces for nature, biodiversity and people.

## **A Fairer Greater Manchester: Addressing Inequalities and improving wellbeing for all**

### **Inequality in Greater Manchester**

Greater Manchester is a place which believes everyone should reach their potential. Our city-region has a long history of inclusion, welcoming migrants from the industrial revolution to the present day, championing social justice and human rights, and building diverse, cohesive and resilient communities.

However, like all global cities, inequalities exist and persist throughout our society, between Greater Manchester and the rest of the country, between localities in Greater Manchester, within localities and across specific groups within our population. The inequalities experienced by Greater Manchester's communities are entrenched, systemic and intergenerational. **This Strategy seeks to respond to all evidenced inequalities, recognising the individual identities that experience disproportionate discrimination, alongside the role of place and poverty.** If we are to achieve equity, we must first understand and respond to the interconnected, complex, and personal causes of inequality.

The development of this Strategy has been shaped and informed by the Independent Inequalities' Commission and the Build Back Fairer Review [\[INSERT LINK\]](#), which have provided expert insight and intelligence, examining root causes, and sought to quantify the scale of the inequalities challenge in Greater Manchester, and propose potential solutions. The Independent Inequalities' Commission highlights that historical and contemporary systemic and institutionalised discrimination and prejudice of people experiencing racial inequalities has resulted in entrenched inequalities, rooted in long-standing structural issues of poverty and disadvantage.

The impacts of the pandemic have been unequal and unfair, highlighting and deepening inequalities which have existed for many years, and also created new inequalities. Covid mortality rates are 25% higher in Greater Manchester than in England as a whole, and are highly unequal within the city-region, with mortality rates 2.3 times higher in the most deprived areas, compared to the least deprived. Inequality is damaging the lives of our people, both here and now and in the long-term, with widely varying crime, health, education, skills and economic outcomes for our residents. The evidence and experience from the pandemic, has provided us with an expanded view; to consider the interaction and interdependencies of inequality and for example, housing, employment, environment, education and skills, and transport.

These inequalities are unacceptable. We need to collectively understand, acknowledge and confront entrenched prejudices, discrimination and injustices, including structural racism, that continue to hold back our diverse communities. We need to tackle the root causes of inequalities in the economic system, in the way public services work, and in deep-rooted discrimination of all kinds, including structural racism, gender bias, transphobia, ageism, homophobia, or because of their disability, faith, belief, or other protected characteristic. The delivery of this Strategy will drive ways of working that ensure our policies and services are responsive to the needs of our diverse communities. Our understanding of the challenges will be informed by the voice of lived experience, and our communities will be actively involved in shaping and delivering the solutions.

### **An equitable Greater Manchester**

In Greater Manchester we want to level up to support a more equitable society, with all people able to access the opportunities to progress, develop and flourish in their lives. We recognise that we are not all starting from the same point. The impact of systemic and entrenched inequality and discrimination affects communities in different ways. **It is not a level playing field for many, and we will seek to redress that imbalance head on.** Our responses need to be shaped by our understanding of the systemic challenges people face, and that the negative impacts of discrimination and disadvantage has on people's lives.

Our communities experience of life in Greater Manchester are vastly different, for example, 5% of our population experiences 25% of all crime. Our schools experienced greater disruption during the pandemic, with more class closures than in other parts of the UK, and lasting impacts continue such as low return to school rates, and the need for extensive additional support in many of our education settings. In order to achieve our vision of good lives for all, Greater Manchester

needs to work deliberately and collaboratively, going beyond meeting basic needs, empowering marginalised groups, and ensuring our people can participate fully in society with affordable, decent homes in safe communities, access via sustainable transport to good education, skills provision and employment opportunities, as well as cultural and leisure facilities. By taking a person-centred approach, understanding individuals needs and requirements, we can support all of our people to have a good life in Greater Manchester.

[Insert link to case study GBV Strategy F, YPG case study R ]

[Insert link to inequalities evidence base]

Despite the significant negative impacts resulting from the pandemic, throughout the response we also saw many positives; improvements in ways of working and shifts in people's attitudes and behaviours. It is the role of this Strategy to support the further embedding and the continuation of positive improvements and to continue to develop our actions and responses to mitigate any ongoing negative effects.

Positive improvements around people's sense of belonging, engagement with their local communities and foundational social infrastructure such as, use of local centres, culture and leisure spaces and facilities should all be maintained. Early signs suggest that they have played a key role in in the mutual aid response to the pandemic and are critical for building levels of community activity that can make for example, social prescribing and preventative activity viable.

In delivering this Strategy we will ensure easy access for all of our residents to high quality culture, outdoor and leisure opportunities, recognising the significant benefits this can bring for health and wellbeing. Similarly, it will be important to build on the rapid acceleration in digital communication and access to services which has enabled more people to work from home and to access a wide range of opportunities without the need to travel.

## **The time for change**

The consequences of inequalities persist and prevail throughout our society. The case for change has been made, and we must through our collective actions, be directly responsive to the challenges our people face in trying to enable everyone to be able to get on and succeed. The full human impact of disadvantage and poverty is impossible to estimate; nobody can measure adequately the cost in physical or emotional suffering. Research has however demonstrated the financial costs of child poverty costs, at an estimated £38 billion per year. Investment in prevention is the only long-term sustainable solution to society bearing these costs, and for the individuals and families affected to be supported to see a change in the future

The intersecting nature of inequality, the prejudice our people face, and the impacts and influences this has on all aspects of our community's lives will shape and inform our collective responses to redressing that balance. In the design and delivery of our responses we will seek to build in more preventative measures, responsive to the challenges our people face. We are determined to tackle the discrimination and disadvantage people experience because of marginalisation of their identities, along

with the geographic inequalities which persist across our city-region. Through this Strategy we seek to ensure we can develop better policy and system actions, responsive to community needs and driving out processes and practices which perpetuate the inequality in our society.

Using more effective prioritisation and targeting of resources, **Greater Manchester, through this Strategy, has the opportunity to reshape our future, levelling up, with greater inclusivity and equity, for all of our communities, driving prosperity in all our neighbourhoods, towns and cities.** We must focus our understanding and interventions on those in society that do not achieve positive outcomes, and must not be blinded by averages. We will use all the levers at our disposal, including equalities legislation, the Socio Economic Duty and the Public Sector Equalities Duty to ensure we are giving full consideration to and developing appropriate responses to equality and access issues in the design and delivery of our programmes, plans and policies. We will strive to ensure our workforces and leadership are reflective of our communities, and that any individuals opportunities are not limited as result of discrimination due to their identity.

[\[Link to Leadership and Equality Ways of Working\]](#)

For the first time, this Greater Manchester Strategy includes new targeting approaches, with equalities and community measures at its heart. [\[Link to progress monitoring pages\]](#) The previous targeting approach used high level city-region average measures, as our framework for monitoring progress. As we delivered that Strategy it became apparent a more nuanced approach to our evidence base and targeting was required if we are to effectively respond to the disadvantage and inequalities experienced by some of our communities. This Strategy introduces the use of inequalities monitoring minimum standards, responsive to place inequalities (measured through neighbourhood floor targets), and demographic inequalities (measured through variation in outcome by population groups). This approach will inject a new level of focus within some of the priority measures, and demonstrates a way of working and commitment to some issues so fundamental to the overall success of Greater Manchester, that we collectively agree no places shall fall below a given minimum standard. [\[Link to Employing robust quantitative and qualitative evidence-based approaches Ways of Working\]](#) We will also seek to align activities and resources to ensure the appropriate shift in services and support are possible to support those people and places which need it most.

Through this Strategy we want to ensure everyone has access to the basics for a good life, no matter who they are or where they live, and resources are targeted at the people and places who face the greatest barriers to living good lives knowing that when inequalities are reduced, everyone will benefit.

## **A Prosperous Greater Manchester: Driving local and UK growth**

### **A new economic vision**

Despite the issues we face, Greater Manchester has significant economic, social and environmental strengths which we will capitalise on in order to tackle the challenges of climate change and inequalities.

This Strategy provides for Greater Manchester to respond to the challenges we face, recognising the economic opportunities created through an effective set of responses to climate change and inequalities. Following the pandemic, we have taken advantage of the opportunity to reappraise our economic priorities. We have developed a bold Economic Vision [\[Add link\]](#), enabling Greater Manchester to lead the local and UK economic recovery and development. Based on the Independent Prosperity Review [\[LINK\]](#) evidence base, the Economic Vision charts a new economic course, capitalising on Greater Manchester's assets and the opportunities for economic growth through the regional centre and our growth locations, recognising our city-region can, and needs to be, at the heart of driving social and economic innovation, and as it does so, with the renewed focus of people and planet first.

We recognise that despite our best efforts, the previous model of growth hasn't benefited all of our people and places. The Independent Prosperity Review found that health inequalities in Greater Manchester were holding back productivity and refuted the idea of a trade-off between inequality and growth – greater equality actually leads to more growth. We therefore need to ensure more of our people to contribute to, and benefit from the economic development of the city-region. Through this Strategy, and driven by the Economic Vision and Independent Prosperity Review, we will adopt new approaches to innovation, in order to diversify the business base, transform ways of working, build vibrant places, create future resilience and support pathways to work and tackle social issues. As our economy rebuilds and recovers from the pandemic, we will support our businesses to grow and develop, including recognising the key role in a successful business played by a skilled and talented workforce and thus the importance of ensuring that our education and skills provision is focussed on business need, which in tandem ensures that employment opportunities are accessible for our residents – as they have the skills required by employers. Additionally, we will embrace the renewed understanding and recognition by some of businesses' purpose being beyond growing shareholder value, and with significant power to impact positively on their communities. And we will radically improve and integrate our walking, cycling and public transport network (the Bee Network), to ensure that opportunities are accessible to all, and that all our communities can benefit and prosperity can be better shared, levelling up our city-region.

We will work with our diverse business base to attract new investment, drive innovation and developments across sectors and will continue to develop collaborative, positive partnerships with our business community to drive prosperity throughout the city-region, supported by our five universities, providing research and academic excellence.

[\[Insert Innovation GM case study T, and GM LEM S\]](#)

## **Developing our frontier sectors**

Evidenced by the Independent Prosperity Review and our Local Industrial Strategy [\[insert LINK\]](#) Greater Manchester has assets, research excellence (driven by a world class higher education sector), talent and innovation potential within the frontier sectors of:

- **clean growth:** UK's first city-region Clean Growth Mission
- **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, 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. But we also want to use these strengths to power our economy, the Northern economy, and be at the heart of the UK's global competitiveness, creating the jobs of the future. Driving the growth of these sectors through increased R&D and a culture of creative innovation across our wider business base will help to increase investment and productivity, and create future jobs, both locally and for the UK. Ensuring our approach to industry and investment translates into growth in all parts of Greater Manchester going forward is central to this Greater Manchester Strategy.

Our collective ambition for Greater Manchester to achieve **carbon neutral living** by 2038 provides significant opportunity to deliver substantial carbon reductions (including through industrial decarbonisation), environmental and health benefits for our people, whilst also creating new green industries and jobs that capitalise on our outstanding research assets and large low carbon goods and services sector. We are leading by example with rapid and ambitious delivery retrofitting our public estate buildings.

In **health innovation**, Greater Manchester is well placed to use its research and industry strengths, including ageing research, to respond to the needs of our communities, support healthy ageing, lead health and care system transformation, and create nationally significant economic opportunities around health institutes and their suppliers that are spread across the city-region.

[\[Insert Health innovation case study G\]](#)

**Advanced materials and manufacturing** have the ability to drive an industrial renaissance, through the successful commercialisation, adoption and diffusion of revolutionary and advanced materials. Greater Manchester is not only the home of graphene and other revolutionary 2D and advanced materials, but also has a complementary and highly productive advanced manufacturing base, which is clustered throughout the conurbation. By working across Greater Manchester we will build on these strengths, supporting the city-region to become one of the world's leading regions for innovative firms to experiment with, develop and adopt advanced materials and drive advanced manufacturing.

Greater Manchester has the largest **digital and creative** sectors outside of the South East. We will capitalise on this potential to create internationally significant clusters in broadcasting, culture, content creation and media, e-commerce and cyber

security, and drive activity in new sub-sectors, where we have the potential to be lead industries of the future. Through our investments, research, talent programmes and wider activities we will ensure Greater Manchester residents have the necessary skills and expertise to access the significant opportunities created by the further development and growth of this sector, and in delivering this, seeking to drive out digital exclusion, ensuring all sectors of our society have digital access and can benefit from the realisation of opportunities.

We will support enterprising individuals to start, scale and grow new businesses across our city region, recognising the significant role creative businesses can have on the vibrancy of our places, providing good employment and harnessing the economic potential of our people.

Home to GCHQ's strategic base in the North and the fastest growing digital security ecosystem in the UK, Greater Manchester's ambition is to become the home for UK digital security. The Government's announcement that National Cyber Force will be in the North West strengthens this, with growing academic strengths, investment in research and innovation paralleled with sector expansion, provides a strong base.

### **A global gateway**

Greater Manchester is the global gateway to the north of England, at the centre of the Northern Powerhouse with assets, particularly in our four frontier sectors, important to UK's global standing, driving innovation and technological change in solving some of the world's biggest social and environmental challenges.

[Insert text on role and future of the Airport – GM as an international gateway, driver of economic growth, and role of airport and flights in decarbonising]

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.

Utilising our key assets, and further building on the Greater Manchester brand, we will continue to develop and forge international partnerships, trade relationships, research activity and ensure we maintain our status as a globally desirable destination of choice. This will enable business to develop and grow sustainably, facilitate sharing of knowledge and learning from our international partners, as well as ensuring that we attract the best talent. Businesses that trade internationally are more resilient, competitive and employ more people than those that do not and whilst international trade makes a significant contribution to our economy, relatively it is significantly less than that for the wider UK, highlighting an important opportunity for us.

Importantly, Greater Manchester's internationally recognised leisure, sport and cultural offer continues to provide significant opportunities for our city-region's global

reputation and growth prospects not only in directly attracting visitors but also in, generating significant media coverage which affects investor/business relocater/student perceptions of Greater Manchester. Our communities and residents also benefit with easy access to some of the UK and world's best visitor locations and attractions and facilities. [\[Insert global reach GM case study H\]](#)

Furthermore, we recognise that we are part of a global community and we cannot adopt a siloed inward approach, particularly when addressing key issues such as climate change and inequality. We are therefore also working with our Diaspora Communities, such as Bangladesh and Pakistan, on projects which give back to the communities that have given so much to Greater Manchester. For example, via the Bangladesh Partnership Board.

### **The foundational economy**

To drive prosperity, we want to ensure there are economic opportunities for all. Our focus is therefore not just on our frontier sectors, but also to develop the foundational economy within Greater Manchester, to support the creation of higher paid and better jobs.

The foundational economy supplies everyday but essential goods and services, ensuring the effective functioning of society and the economy, and in Greater Manchester we are significantly more dependent on employment in the foundational economy than the rest of the UK. The true value of many of our foundational economy sectors and workers, has never been more apparent than during the pandemic response, with many foundational economy sectors employing key workers, providing the essential services needed through the emergency response and beyond. The value of these economies will also be essential to the recovery of our town centres, cities and high streets, not least the significant foundational jobs in the night economy, and hospitality specifically, which needs our support to grow back better, stronger and fairer.

[\[Insert link to case study foundational economy J\]](#)

As we drive economic prosperity we will continue to celebrate, support and develop new economic models. The social economy currently makes up around 20% of the economy and the sector is important in addressing inequalities with The Kruger Report [\[REF\]](#) highlighting that 30% of jobs created in the poorest neighbourhoods are in social enterprises. As part of our wider programme of activity focused on foundational economy sectors, we will support the role of social enterprises, co-ops and 'non-extractive' business which can provide wider opportunities for Greater Manchester's people and places, enabling a different pattern of wealth distribution, to the greater benefit of more of our society, including Community Wealth Building, taking a people-centred, co-designed approach to economic development, which redirects a greater shared of wealth back into local places and benefitting local people.

[\[Insert link to social enterprise case study I\]](#)

It is our ambition to fix many of the issues prevalent across much of the foundational economy recognising this will provide opportunities for progression, development,

pay increases and improved working practices for many Greater Manchester workers, driving prosperity, sustainability and stability into these much needed jobs and sectors within our economy. Lifelong learning is fundamental to this; people need opportunities to retrain and change careers throughout their life, particularly in the face of the climate crisis and need to transition away from carbon intensive activity.

[Insert link to sectoral progression routes case study for foundational economy]

We want to ensure all our people have access to good work, or the right support if they are not able to work. People should have opportunities to progress, and learning from the pandemic, working conditions which are flexible and responsive to workers and business needs. We have seen the significant role of paid and unpaid carers throughout the pandemic, responding to the needs of many of the most vulnerable in our society. Recognising we are an ageing population, we need to ensure all carers are supported and enabled to access opportunities, are able to progress and that our employment system can be responsive to business needs but also allow for individual caring responsibilities.

Greater Manchester's Good Employment Charter has defined the seven characteristics of Good Employment and is providing a framework to support an ever increasing number of Greater Manchester employers to provide better opportunities for our workers to grow, develop and thrive in the workplace, and drive economic prosperity. [LINK to ways of working enabler]

## **10 distinctive places: 1 unique GM**

### **Greater Manchester**

As a conurbation, our place is unique – a complex and interconnected city-region. Our ten localities are diverse, home to distinctive neighbourhoods, towns, cities, and the regional centre, each with its own identity, its own characteristics and its own community and cultures. With a fantastic quality of life offer, across the conurbation we have some of the most desirable places to live, work and visit in the UK, and our residents across the city-region enjoy the benefits of the coming together of all of our places into a successful and vibrant conurbation, providing opportunities unique to our place.

[Insert map of GM showing LA boundaries and local centres]

Greater Manchester works because of the connection between our places, and the partnerships and collaboration which takes place at city-region level occur because it makes sense to come together, because the activities we embark on together add value, because the scale, the depth and the breadth provided by a city-region as unique as ours, is simply greater than the sum of its parts. Locating important activities (including healthcare, education, training and skills, employment, culture and leisure activities) in accessible locations and strengthening the sustainable transport connections to them, for example through the Bee Network roll-out, has the potential to radically strengthen communities and the city-region as a whole.

[Insert link to Living Well at Home case K ]

The pandemic has here, like elsewhere, resulted in different uses of our places, presenting challenges for some, but also opportunity for optimism, growth and development. Our place priorities and place-based working approaches, underpinned by the strength of partnerships and networks working across different geographical boundaries, provide extensive opportunities for all of our places and communities to flourish, within the context of a safe, vibrant and successful city-region capitalising on the renewed connection our residents have with their local areas. With our renewed focus and understanding of the role of places, local centres and access to culture and leisure opportunities, our activities are being reorientated to ensure these benefits are felt by all. For example, the work to enrich the lives of our children and young people includes the creation and promotion of more opportunities to take part in cultural, sporting and other leisure activities, and increasing experience of and exposure to the world of work, preparing our young people for their futures. [\[Insert link to \(new?\) CYP plan\]](#)

This Strategy is developed on the basis of a deep and evidenced understanding and knowledge of the needs and opportunities across the whole city-region. We will seize the opportunities presented for our local towns and centres to develop post-pandemic, building on their distinctive and unique identities, maximising the local culture, heritage and recreational offers, providing safe, sustainable local centres which are reflective of, and responsive to, the needs of their communities. Drawing on places uniqueness and with rich culture, heritage and diversity at their hearts, we will ensure our local developments provide economic opportunities for local businesses and residents, enrich the lives of our communities, and support improvements in access to, and benefits from, our investments and interventions. [\[Insert link to streets for all case study L\]](#)

## Levelling up

Despite our many successes and the progresses seen in Greater Manchester, we still fall behind national averages on many measures. **We want to ensure Greater Manchester's people and places can truly achieve their potential, and this means levelling up.** We need, greater investment, new opportunities and the rapid translation of opportunities into reality, to enable Greater Manchester to level up, to the benefit of our people and places, but also for the region, nationally and internationally.

But, we need to level up also **within** the city-region. The diversity of our populations, places and opportunities present huge and often interconnected inequalities in the lived experience, economic, social, health and environmental outcomes. This Strategy aims to redress that imbalance. We want to ensure all of our people can enjoy a good quality of life, live in safe, vibrant communities, and are enabled to achieve their potential and can rely on an integrated, affordable and sustainable transport system so the benefits of prosperity can be shared.

## Levelling up with and for people and communities

We know that economic growth, together with investment and development in our places, environment and infrastructure are fundamental to successfully levelling up.

But, we also recognise this will not be successful alone, in addition we need to ensure we are paying attention to what it is that people, families and communities need in order to live their version of a 'good life'. Helping to elevate hope, aspirations and everyday wellbeing across the city-region is an integral part of our response to levelling up. Responding to inequalities will be central to how we achieve this. We will focus on new and innovative ways of ensuring people get the help and support they need, doing everything we can to make sure communities have what they need to help themselves.

During the pandemic we witnessed people and communities coming together, self-organising through a common purpose to help those around them. This hyper-local, people-driven response has provided significant learning about how and when both formal and informal support can best come together, and we need to build on this.

Through this strategy we will ensure all our communities have opportunities to develop and thrive, building on learning from the pandemic. We want to ensure our integrated responses, enabled through our mature cross-sector partnerships, working with and for our communities, enjoy the benefits of our interventions, plans and policies. Our approaches to levelling up seek to ensure communities currently experiencing the greatest disadvantage are enabled, supported and direct beneficiaries of our actions. For example, our Retrofit Taskforce can deliver significant carbon reduction gains, generate local and inward investment opportunities, provide local training and employment opportunities, and provide for lower heating costs and improved building quality in some of our poorest areas.

### **Place led economic prosperity**

Pride in our places is driving how we rethink their role as attractive locations to live, work and set up a business, delivering zero-carbon transport linked to zero-carbon homes. For example, we are using tools such as Mayoral Development Corporations, and ambitious district masterplans, to deliver new leisure uses, housing and reestablish core public services in town centres whilst reducing retail space, in response to the shift in demand.

This Strategy brings together those place based development and opportunity locations, which require the system as whole to come together to deliver for the overall success of the conurbation.

### **[INSERT growth locations map & site descriptors Z]**

Simply delivering in place is not enough, that design and delivery has to be responsive to the needs of our communities, supporting our residents to contribute to and benefit from our policies, investments and interventions.

Our growth locations provide for the delivery of sites which meet community need. We have clear, defined and evidenced plans that link opportunity and need, driven by place-based intervention to capitalise on the benefits which can be realised for our communities. Through the delivery of housing and employment sites we will ensure the connection of investment and development, to realise opportunities for communities and places which may not have benefited previously from economic

development and growth, or where there are major opportunities to drive growth. We recognise the significant opportunity we have in delivering our growth locations to improve the lives of Greater Manchester's residents, and in doing so deliver an integrated approach to economic, social and environmental objectives.

The six 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. 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.

The transformation of places will require all parts of Greater Manchester to have good access to interconnected transport infrastructure, safe, accessible and affordable, and maximising the opportunities of the expansion and development of our cycling and walking networks. Through our developments we want to ensure essential services, employment, and social activities can be accessed without the need for a car, with the health improvement and carbon reduction potential that offers.

The Bee Network is an integrated 'London-style' transport system which will join together buses, trams, cycling and walking and other shared mobility services by 2024, with commuter rail incorporated by 2030, to transform how people travel in Greater Manchester. By designing and delivering public transport, active travel and shared mobility services as one system with local accountability and aligned to national and local priorities, the Bee Network will transform the end-to-end travelling experience and make sustainable, low carbon travel an attractive option for all.

[\[Insert link to modal shift case study M\]](#)

The development of all our places will be underpinned by the extension of our world class digital infrastructure, ensuring businesses and homes are digitally enabled and equipped. We will leverage and exploit our data to more effectively understand and provide better services to communities and businesses, utilising innovative and smart technologies and by taking a progressive approach, will strive to address digital exclusion and accessibility in an increasingly digitised society.

As with the detailed policy specific strategies [\[Link to 10 LAs websites\]](#) which surrounds this document, those individual locality, town, city, and neighbourhood priorities not captured in this document are as much a crucial part of the breadth of delivery activity which collectively comes together to support the Greater Manchester Strategy vision, outcomes and commitments.

At the heart of the north, and a leading city in the Northern Powerhouse, Greater Manchester has a key role to play, enabling the success of our places, to enable a flourishing Greater Manchester as part of the wider regional and UK prosperity. We recognise the significant opportunities we have available to us and will seek to capitalise on those opportunities and to continue to develop our place leadership role to support the positive development of Greater Manchester on the national and international stages.

# The Greater Manchester Approach

## Aligning our approach

Setting our responses to climate change and reducing inequality at the heart of this Strategy has provided for a new approach to our collective ways of working.

**Through this Strategy we want to ensure prosperity can be achieved, driven by our places, while responding to the climate emergency and increasing equity and fairness.**

As we seek to move towards a much more sustainable approach to our systemwide design and delivery, in developing this Strategy we have ensured alignment with the UN Sustainable Development Goals. [\[INSERT LINK\]](#) They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. This Strategy is consistent with the Sustainable Development Goals, [\[INSERT DIAGRAM showing alignment GM / UNSDG approaches\]](#) so that we are able to track and monitor progress against international benchmarks.

The pandemic and other shocks such as flooding, moorland fires and the Manchester Arena attack have shown the strength of our partnerships, collaboration and ability to respond when the system is exposed to an extreme event. They have also illustrated how interconnected and interdependent our lives are, showing areas where we need to improve and to do further work if we are to be truly resilient. The Greater Manchester system, its infrastructure, connections and maturity of relationships, gives us a strong base from which to continue to prepare for future shocks as we face the uncertainties of the future whether driven by climate change and biodiversity loss, international terrorism and cyber attacks or other global and local risks. We need to continue to explore how our decisions can help to reduce future risks and their impacts on our city-region. But we also need to be able to respond to those stresses which undermine our society, economy and environment and which are so often amplified by emergencies. That resilience depends on recognising and addressing chronic stresses such as poverty, polluted environments and social inequity and unequal access to opportunities, that weaken the fabric of society and can hamper attempts to respond to crises and to create a stronger future in their aftermath.

**The delivery of this Strategy will drive positive action, responding to the climate emergency and will enable the design and delivery of policy responses which respond to evidenced, systemic and entrenched inequalities wherever they occur.** Our ambition is absolute, but we are realistic about the transitions and changes in our prioritisation, the design of responses to issues, and embedding new and different ways of working to meet our ambition.

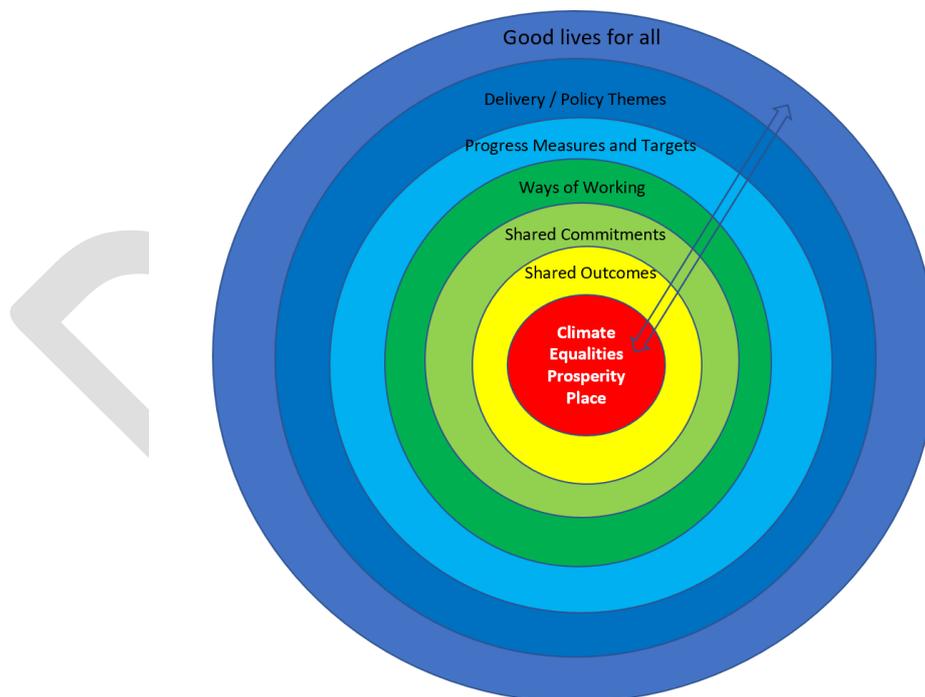
We will start our work with the consideration of how Greater Manchester may be different several generations from now, recognising the changing demographic, supporting and improving the health and wellbeing of our citizens, balancing short-term needs with ways to safeguard our ability to also meet long-term requirements of

our communities, economy and planet. Wherever possible, we will increase the proportion of our work that focuses on prevention, identifying and responding to root cause issues, including those highlighted and exacerbated by the pandemic, looking for ways to support the breaking of negative cycles, intergenerational challenges or environmental damage. We will continue to develop and strengthen mechanisms that test our responses against these priorities and challenge proposals, delivery and actions which are counter to the progression of our ambitions.

[INSERT link to Air Quality case study N]

## Our approach

With climate and equalities at its heart, this Strategy has been developed and structured to enable the coming together of collective actions across all of our partnerships and places. The diagram below shows how our priorities have been structured, through the different 'layers' of objectives and delivery mechanisms and structures, and how these come together to achieve the core objectives at the centre, and surrounded by the overall ambition of good lives for all.



[Replace with designed diagram]

Through the lens of climate and equalities, supporting prosperity, driven by our places, this Strategy brings together shared outcomes, commitments, ways of working and progress measures to deliver our vision of good lives for all.

- **Our shared outcomes** (the Greater Manchester we want to see)  
Issues and areas of focus where we want to drive change over the coming decade. Our shared outcomes look outwards to the UK and the rest of the world, and inward to our people and our places.
- **Our shared commitments** (the things we are going to do)  
The shared commitments identify those areas of intervention, around which we will structure systemwide delivery, in support of the attainment of the shared outcomes. The success of delivery against the commitments is , underpinned by the activity delivered through the breadth of detailed thematic and place specific plans and strategies. The systemwide actions contributing to the delivery of the will be captured and progress monitored through the three-year GMS delivery plan.
- **Our ways of working** (how we will work)  
Aligned to the outcomes, commitments and in support of responding to the climate and equalities agendas. Our ways of working set out how we will work in innovative and collaborative ways to ensure we can remain honest to our commitments, and continually striving for improvement and development.
- **Our progress measures** (how we will know we are achieving)  
The range of measures, metrics and targets that will provide the framework to demonstrate our collective progress towards the attainment of the outcomes, commitments and ways of working set in the Strategy. The progress and process measures will include the relevant checks and balances to ensure we are delivering in line with our committed ways of working, that our activities are focused and targeted on the shared priorities (as articulated in the shared outcomes and commitments) we have set and will utilise a breadth of data sources and intelligence, drawing on community insight to ensure as a system we are being responsive to the opportunities that exist in Greater Manchester and our community's needs.  
[Link to performance monitoring section of website – to include, headline measures and targets, targeting approach description]

The areas for action in this Strategy, draw from a range of strategies, plans, delivery and interventions; all of which are important to delivering Greater Manchester's goals. This strategy does not seek to reproduce the detail of those plans, **but instead draws out the areas for actions where unless the system as whole comes together, we will not achieve our ambitions.** This approach, avoids duplication, and provides the necessary flexibility for the development and progression of other plans led by the many places and partnerships across the Greater Manchester system.

Additional linked strategies, plans and supporting documents, [INSERT LINK to website and thematic linked strategies] are captured to provide the direct connection to the wider delivery required to enable the success of this Strategy, ensuring our activities are developed and delivered within that holistic policy context. Reconfiguration of the current system and modes of operating can improve outcomes across the city-region. Fewer, clearer and truly shared outcomes and

commitments, supports all policy and delivery portfolios to see their important contribution to every one of our outcomes. For example, connecting people to opportunities is vital to deliver our economic, social and environmental agendas, but is more than investment in public transport and modal shift, and needs to include input and activities from all policy areas, and can be designed in such a way to respond to and address inequalities present in society as well as responding to the climate crisis.

The shared nature of the commitments and outcomes reinforces that it is **all of our responsibility** to ensure our activities are positively contributing to the attainment of the outcomes and enable the necessary changes and shifts across the system to enable this to happen. These system changes, underpinned by our ways of working, will provide for collaboration across the system, sharing of learning, supportive and distributive leadership approaches, and showcasing of good practice, which can be developed and replicated more broadly, leading to Greater Manchester capitalising on its assets and the opportunities available, and achieving better outcomes and benefits for all.

[\[Insert link to logic flow diagram IF AVAILABLE\]](#)

As part of our systemwide responses we will also ensure we have inbuilt capacity and ability to adapt and respond to changing circumstances beyond our control. For example, substantive changes driven by central Government decisions, reorienting the local 'system' and translating these changes into opportunities for Greater Manchester to continue to deliver on our shared ambitions. We are currently in the process of establishing our Integrated Care System and an Integrated Care Board, which will replace the current Health and Social Care Partnership and will provide the new delivery infrastructure for the health and care system across Greater Manchester.

[\[Insert link to case studies of whole system working /reengineering – A Bed Every Night O GM Moving – GM's Movement for Movement P Working Well Q\]](#)

## Our Shared Outcomes

### The Wellbeing of our People

A Greater Manchester where our people have good lives, with better health; better jobs; better homes; culture and leisure opportunities and, better transport

A Greater Manchester of vibrant and creative communities, a great place to grow up get on and grow old with inequalities reduced in all aspects of life

### Vibrant and Successful Enterprise

A Greater Manchester where diverse businesses can thrive, and people from all our communities are supported to realise their potential.

A Greater Manchester where business growth and development are driven by an understanding that looking after people and planet is good for productivity and profitability

**Greater Manchester as a leading city-region in the UK and globally**  
Greater Manchester as a world-leading low carbon city-region

Greater Manchester as a world-leading digital city-region

## Our Shared Commitments

We will **drive investment into our growth locations**, and use that to create opportunities in adjacent town and local centres

We will enable the **delivery of resilient, safe and vibrant communities** where everyone has access to essential services, local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces

We will ensure our **local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened** through the Places for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our net zero carbon commitments and Housing Strategy

We will create a **carbon neutral Greater Manchester by 2038**, with better air quality and natural environment

We will deliver a **low carbon London-style fully integrated public transport system** across bus, tram, train and bike

We will enable the delivery of **world-class smart digital infrastructure**

We will realise 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

We will **support our businesses to grow sustainably**, to become as prosperous as they can be

We will support 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

We will **ensure businesses are able to access the skills and talent they need**, by provision of high quality learning and wrapping support around individuals, enabling them to realise their potential - with access to good work for those who can, support for those who could, and care for those who can't

We will ensure all our **children and young people leave education and training ready to succeed** in the labour market with a balance of academic, technical and 'life ready' skills

We will **ensure digital inclusion for all**, including under 25s, over 75s and disabled people online

We will **ensure the delivery of safe, decent and affordable housing**, with no one sleeping rough in Greater Manchester

We will **tackle food and fuel poverty** experienced by Greater Manchester residents

We will **reduce health inequalities** experienced by Greater Manchester residents, and drive improvements in physical and mental health

## Our Ways of Working

**Leadership** – We will adopt a distributed leadership model which is representative, culturally competent and inspiring

**Environment** – All partners in Greater Manchester already have a clear commitment to taking the actions outlined in the Greater Manchester 5-year Environment Plan. Actions to address the climate emergency should be woven through and underpin everything that we do, and this will support the achievement of this Strategy

**Equality** – We will eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not

**Involving stakeholders** – We will seek to ensure we put people at the centre of our decision making, and ensure the right stakeholders are involved in all our work, delivering through productive and meaningful partnerships

**Effective communication** – We will ensure our communication is more than just the exchanging of information. We will be transparent and complete in our communications, delivered in a timely manner

**Progressive Procurement and Social Value** – We will capitalise on the opportunity to redefine and strengthen the way we use social value, and will use procurement and social value to support our responses to tackling the climate and inequalities challenges

**Employing robust quantitative and qualitative evidence-based approaches** – We will ensure consistent and systematic use of a robust evidence base underpinning all of our priority setting, decision making and changing what we do. We will adopt principles that data will be disaggregated by geography or cohort wherever possible, to delve below the averages, understanding the variance in outcomes by location and population group

**Workforce** – We will put in place workforce programmes to support organisational and workforce development based on and facilitating a more integrated public facing workforce

**Innovation** – We will explore and apply new and more effective approaches to maximising GM's innovation assets to drive economic development and will support the development of social innovation, enabling greater opportunities for people and places

**Thinking for the future** – We will wherever possible, embed prevention as part of our standard practices. We want to ensure that GM can meet the needs of the present, without compromising the ability of future generations to meet their own needs

**Understanding the impacts of our decisions** – We will adopt an assurance framework which assesses our progress on the implementation of the shared ways of working, and the effectiveness of these changes as they are delivered

**Enabled via:**

- Embedding the GM model of unified services
- Investing in the VCSE sector
- The GM Good Employment Charter
- GM's Digital Blueprint

Shared outcome / shared commitment	Indicator
<b>Shared outcomes</b>	
<p><b>The Wellbeing of our People</b></p> <ul style="list-style-type: none"> <li>• A Greater Manchester where our people have good lives, with better health; better jobs; better homes; culture and leisure opportunities; and better transport</li> <li>• A Greater Manchester of vibrant and creative communities, a great place to grow up get on and grow old, with inequalities reduced in all aspects of life</li> </ul> <p><b>Vibrant and Successful Enterprise</b></p> <ul style="list-style-type: none"> <li>• A Greater Manchester where diverse businesses can thrive, and people from all our communities are supported to realise their potential</li> <li>• A Greater Manchester where business growth and development are driven by an understanding that looking after people and planet is good for productivity and profitability</li> </ul> <p><b>Greater Manchester as a leading city-region in the UK and globally</b></p> <ul style="list-style-type: none"> <li>• Greater Manchester as a world-leading low carbon city-region</li> <li>• Greater Manchester as a world-leading digital city-region</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy life expectancy at birth</li> <li>• Median resident earnings</li> <li>• % of energy performance certificates (EPC) / display energy certificates (DEC) for existing buildings (excluding new build) with a net movement in the reporting year from a rating of D or below to C and above</li> <li>• Number of engagements by GM residents with cultural organisations supported by the GM Cultural Fund</li> <li>• % of people responding 'easy' or 'very easy' to 'How easy or difficult do you find travelling to [selection of destinations / trip purposes] (by any form of transport)?'</li> <li>• % of children living in low income households</li> <li>• % people with a strong sense of belonging to their local area</li> <li>• Business births</li> <li>• % of working-age population in employment</li> <li>• % of working-age population with Level 4+ qualifications</li> <li>• % of working-age population with sub-Level 2 qualifications</li> <li>• Manchester's position on the Resonance World's Best Cities index</li> <li>• Carbon emissions estimates p.a., ktCO2</li> <li>• Number of properties at risk of flooding</li> <li>• No. people employed in digital industries</li> </ul>
<b>Shared commitments – place priorities</b>	

Shared outcome / shared commitment	Indicator
<ul style="list-style-type: none"> <li>We will drive investment into our growth locations, and use that to create opportunities in adjacent town and local centres</li> </ul>	<ul style="list-style-type: none"> <li>Employment space and housing growth</li> <li>% increase in residential development in main town centres</li> </ul>
<ul style="list-style-type: none"> <li>We will enable the delivery of resilient, safe and vibrant communities where everyone has access to essential services, local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces</li> </ul>	<ul style="list-style-type: none"> <li>% of residents who feel 'very' or 'fairly safe' in their local area</li> <li>No. of neighbourhood crimes per 1,000 population</li> <li>% of victims who are satisfied with the overall service received from Greater Manchester Police (GMP)</li> <li>% of people responding 'easy' or 'very easy' to 'How easy or difficult do you find travelling to [selection of destinations / trip purposes] (by any form of transport)?'</li> </ul>
<ul style="list-style-type: none"> <li>We will ensure our local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened through the Places for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our net zero carbon commitments and Housing Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Net additional dwellings built p.a.</li> <li>Number of new build homes with an energy performance certificate (EPC) rating in the reporting year of A</li> </ul>
<b>Shared commitments – system priorities</b>	
<ul style="list-style-type: none"> <li>We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment</li> </ul>	<ul style="list-style-type: none"> <li>Level of NO<sub>2</sub> emissions and exceedances</li> <li>Amount of renewable electricity installed capacity</li> <li>Number of trees planted per annum</li> <li>Household waste recycling rate</li> </ul>
<ul style="list-style-type: none"> <li>We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike</li> </ul>	<ul style="list-style-type: none"> <li>% who find it easy to use different forms of transport in one journey</li> <li>% of people who say they can afford to travel by public transport as much as they like</li> <li>% and total annual trips made via public transport / active travel</li> <li>% of the GM bus fleet that is zero emission (at tailpipe)</li> </ul>

Shared outcome / shared commitment	Indicator
<ul style="list-style-type: none"> <li>We will enable the delivery of world-class smart digital infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>% of premises unable to access download speeds of at least 30Mbps</li> </ul>
<ul style="list-style-type: none"> <li>We will realise 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</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees / companies in GM's frontier sectors</li> <li>Number of innovation-active businesses</li> </ul>
<ul style="list-style-type: none"> <li>We will support our businesses to grow sustainably and be as prosperous as they can be</li> </ul>	<ul style="list-style-type: none"> <li>Number of GM businesses supported by the Business Growth Hub</li> <li>Number of GM businesses signed up to the <i>Race to Zero</i> campaign</li> </ul>
<ul style="list-style-type: none"> <li>We will support 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</li> </ul>	<ul style="list-style-type: none"> <li>% of employees paid above the Real Living Wage (RLW)</li> <li>% of GM residents in 'good work' (tbc.)</li> </ul>
<ul style="list-style-type: none"> <li>We will ensure businesses are able to access the skills and talent they need, and people are able to realise their full potential – by provision of high quality learning and wrapping support around individuals – with access to good work for those who can, support for those who could, and care for those who can't</li> </ul>	<ul style="list-style-type: none"> <li>Trends in Adult Education Budget (AEB) starts and achievements</li> <li>Trends in apprenticeship starts and achievements (focus on cohorts, sector subject area, level)</li> </ul>
<ul style="list-style-type: none"> <li>We will ensure all our children and young people leave education and training ready to succeed in the labour market with a balance of academic, technical and 'life ready' skills</li> </ul>	<ul style="list-style-type: none"> <li>% take up of funded childcare and early education places for two-year-olds</li> <li>% of children at or above the expected level of development at 2-2.5 years</li> <li>Attendance at school: rate of pupil unauthorised absence (all age, all settings)</li> <li>% of young people reporting good or higher wellbeing (Year 10s)</li> <li>Trends in transitions for GM young people, including priority cohorts, across childhood</li> </ul>
<ul style="list-style-type: none"> <li>We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online</li> </ul>	<ul style="list-style-type: none"> <li>% of residents not accessing the internet in the last 3 months</li> <li>Level of digital exclusion within priority groups (tbc.)</li> <li>Total number of learners taking digital skills courses funded under the GM Adult Education Budget (AEB)</li> </ul>
<ul style="list-style-type: none"> <li>We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester</li> </ul>	<ul style="list-style-type: none"> <li>% of energy performance certificates (EPC) / display energy certificates (DEC) for existing buildings (excluding new build) with a net movement in the reporting year from a rating of D or below to C and above</li> <li>Number of new affordable homes built per annum</li> <li>Number of people sleeping rough</li> </ul>
<ul style="list-style-type: none"> <li>We will tackle food and fuel poverty experienced by Greater Manchester residents</li> </ul>	<ul style="list-style-type: none"> <li>% of households that are food insecure</li> <li>Volume of unsecured personal loans</li> </ul>

Shared outcome / shared commitment	Indicator
<ul style="list-style-type: none"> <li>We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health</li> </ul> <p>[Note: detailed work is underway to develop a new GM Health and Care Strategic Plan, and to create the statutory Integrated Care System for GM. Consideration of performance reporting approaches is an important element of this work, including ensuring close alignment to the GMS performance indicators. The indicators proposed against this shared commitment should therefore be treated flexibly, subject to potential development as the strategic context becomes more defined.]</p>	<ul style="list-style-type: none"> <li>% of adults reporting 'high' or 'very high' satisfaction with their life</li> <li>% of adults reporting high levels of anxiety</li> <li>% of people who are active or fairly active</li> <li>% of GM residents who are overweight or obese</li> <li>% of adults who are current smokers</li> <li>No. of emergency hospital admissions due to falls per 10,000 adults aged 65 and over</li> </ul>

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## Our ways of working

Stakeholder engagement during the development of this Strategy has highlighted that **delivering on our shared outcomes and commitments will depend on how we work together, as much as what we work on.**

We recognise that a **Greener Greater Manchester** that responds to the climate emergency, a **Fairer Greater Manchester** that addresses inequalities and improves wellbeing, and a **Prosperous Greater Manchester** that capitalises on GM's unique assets to drive a thriving local and UK economy, recognising **10 distinct places: 1 unique GM**, 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.

Greater Manchester is a highly complex ecosystem of partners, partnerships and relationships; some statutory, some primarily to transact business, but many voluntary. These relationships are built on **trust, honesty and maturity** – our overarching ethos in the way that we operate.

Our consistent ways of working should be the 'glue' which binds us together.

**1. Leadership:** We will adopt a **distributive leadership** model that is focused on people and place. Using the subsidiarity principle, meaning that decisions and issues are taken and addressed as close to communities as possible, coming together at a Greater Manchester level where there is a demonstrable benefit. We will take actions in recognition that our leadership must be more reflective of the **diversity** of Greater Manchester, and our boardrooms, executive bodies and council chambers need to be more representative of our communities, making decisions that benefit everyone.

As those agencies fundamental to this Strategy's development and delivery, we will ensure all of Greater Manchester's **anchor institutions** take a leading role shaping and enabling the future of Greater Manchester, and an enhanced role in tackling inequalities.

As exemplars and place shapers, our anchor institutions will:

- Use their spending and investment power to deliver social value
- Enable progressive stewardship of land, property and financial assets
- Adopt fair employment practices

The difference that we will see from this approach to **Leadership** will be that people from across all sectors, all places and all communities see it as their responsibility to inspire, motivate and take a lead role in making Greater Manchester a great place to grow up, get on and grow old; and a great place to invest, do business, visit and study.

Our leadership must be more reflective of the diversity of Greater Manchester, with our leaders inspiring young people to see themselves leading Greater Manchester in the future.

Only through genuine partnership working where we can redress power imbalances, respectfully challenge each other when needed, and come together to achieve our shared ambitions, with communities, businesses or the VCSE sector leading on behalf of the system when it is best placed to do this. We will develop our approaches to sharing learning and embedding good practice, enabling improvements and exemplars which are often present in pockets within the GM system to become embedded as our systemwide operating models.

Our political and organisational leadership will prioritize equity and the tackling of inequality. It will be responsible for ensuring standards are met and outcomes achieved. We will lead by example, achieving national frameworks and accreditations, and influence others through our powers, practices and place-shaping

Greater Manchester's anchor institutions, should take a leading role in shaping and enabling the future of our city-region. Through greater collaboration these organisations can exert a more measurable impact on the GM economy and place an enhanced role in tackling inequalities. For us, anchor institutions could come from any sector, but play a significant and recognised role in a locality by making a strategic contribution to that place. They will have strong ties to a single geographic area or community, tend to be 'large' in terms of their influence in that area, and take the anchor role for statutory, charitable, philanthropic or non-profit making motivations

Our flagship civic university agreement demonstrates how we come together as a city-region to meet our shared and collective priorities. The pledges made for collective action by our five universities to deliver on priority areas of education and skills; reducing inequalities; jobs and growth; the digital economy; net zero; and the creative and cultural economy, shows the true value of our collaborative approaches and how we will together drive change in the things important to the future development of our city-region.

**2. Environment:** All partners in Greater Manchester already have a clear commitment to taking the actions outlined in the [Greater Manchester 5-year Environment Plan](#). Actions to address the climate emergency should be woven through and underpin everything that we do, and this will support the achievement of this Strategy.

We will focus on a small set of key priorities where we need to take action over the next 5 years and beyond to achieve our aims. We will undertake assessments of our environmental impacts – with the intention for wider roll out of the GMCA decision support tool [[LINK to decision support tool descriptor in ways of working](#)] – to drive changes in our policy design and delivery that seeks to stop environmental harms and wherever possible drive environmental improvements.

The difference that we will see from this approach to **environment** will be that environmental impacts are fully assessed prior to commencement of all activities and actions which address the climate emergency are prioritised across all areas of our work, enabling achievement of our commitment to be carbon neutral by 2038.

In order to deliver the 5-year Environment Plan, integral to the overall success of this Strategy, shifts in behaviour will be necessary. These will include:

- Supporting innovation in green technology
- Taking new approaches to finance and funding of climate interventions
- Building on existing partnerships between the public, private and voluntary, community and social enterprise organisations
- Showing leadership on the climate crisis

- Engaging and educating residents, communities and businesses on their role and actions that they can take
- Upskilling our workforce
- Expanding low carbon transport options
- Understanding that it is often the most vulnerable and deprived communities who are experiencing the worst impacts of climate change and often have the least capacity to adapt and respond

To do this, we have established a mission-oriented approach to tackling our environmental challenges. We have established the UK's first city region [Clean Growth Mission](#) for carbon neutral living within the Greater Manchester economy by 2038, driving innovation, the creation of new technologies, and improved resource efficiency. With the support of [Green Growth GM](#), our Green Growth Pledges are a range of actions - from simple first steps to wholesale changes - that will reduce environmental impact and help an organisation grow at the same time. The Green Growth Pledge is a message to the people of Greater Manchester that we are taking action to become a clean and green city-region.

This Mission based approach is proving fruitful. At the 2020 Green Summit, GM launched several ambitious programmes to revolutionise energy networks across the city-region:

- The proposals to create a Greater Manchester local energy market will see Greater Manchester's 10 boroughs draw up detailed plans to increase energy efficiency and pave the way for new technologies and low-carbon infrastructure. By generating more energy locally and storing it, within a decentralised system, Greater Manchester will be able to improve the efficiency of local systems, bringing supply closer to demand.
- Over the last year, our Local Authorities have undertaken energy surveys of the majority of our 2,700 buildings to initiate a retrofit programme. The public sector is aiming to improve the energy efficiency of our buildings to help stimulate the local market and give confidence to our local construction firms to invest in growth – particularly in these uncertain economic times.
- We have generated a pipeline of 24.5MW renewable energy projects, including several large PV schemes on Local Authority land, funded by £17.5m EU funds.

**3. Equality:** The Equality Act 2010 challenges organisations to know how age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion/belief, sex, and sexual orientation describe the experiences of local communities, both individually and collectively.

We will use our powers and resources to:

- Eliminate unlawful discrimination, harassment, victimization and other prohibited conduct;
- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not.

We will ensure that Equality Impact Assessments are completed and acted upon from the start of initiatives, completed by well-trained people and involving those who experience inequality.

The difference that we will see from this approach to **Equalities** will be that Greater Manchester will be a place where people are welcomed and feel safe, not subjected to discrimination, and a place where people support each other and work together to improve where they live.

Our Equality Goals – A Greater Manchester where:

- People are welcomed, feel safe, not subjected to discrimination, prejudice, micro-aggressions or hate crime, in the workplace, in schools or in public places
- Communities are understood, with data and intelligence on access, experience and outcomes efficiently collected, collated, analysed and presented, enabling inequality to be effectively identified and tackled
- We lead by example, achieving national frameworks and accreditations, and influence others through our powers, practices and place-shaping
- Our leaders and workforce, in civic and public, private and voluntary sectors, are diverse and inclusive, reflective of Greater Manchester's communities and culturally competent
- Leaders prioritise equity, and are responsible for ensuring standards are met and outcomes achieved
- There is good employment, with fair and equitable recruitment, retention and experience (including pay)
- Wellbeing is valued, enabled by equitable public services and inclusive economic opportunities
- People are engaged in the policies and services developed to support them, with their insight heard and valued alongside data and intelligence.
- Our communities are strong and resilient, where people support each other and work together to improve where they live.
- People are valued for their individual strengths, identities, beliefs and aspirations
- Diversity, identity and inclusion are celebrated throughout the year

**4. Involving stakeholders:** We will seek to ensure we put people at the centre of our decision making. We will involve people where appropriate in our activities, helping to set the agenda and being equitable partners in delivering those activities which are important to them. We will undertake stakeholder analysis at inception phases – with openness and accountability - ensuring stakeholders from a range of related sectors and disciplines who could support the development of our work are engaged, involved and working with us, enabling productive and meaningful collaboration and partnerships.

We believe that people should have a say over the places in which they live and the services they use. Delivery of this Strategy will be informed by the people and communities it impacts and we will use community insight and intelligence alongside any relevant data and statistics to shape and inform priorities, policymaking and improve overall service delivery. [\[LINK to evidence base way of working\]](#)

We will reach out into communities, learning from local insight and hearing from those most likely to be facing the most significant disadvantage. Wherever possible all institutions should actively engage residents, service users, staff and stakeholders as part of this work, utilising the comprehensive equalities infrastructure we have established.

The difference that we will see from this approach to **Involving Stakeholders** will be a sense of shared ownership of problems and solutions, of trust in our openness and

## accountability and the effort that we are making and in our overall likelihood of successfully achieving benefit for Greater Manchester and its people

Greater Manchester has established a range of [equalities panels](#) and other networks to engage with diverse communities. The seven Greater Manchester Equalities Panels help tackle the structural and organisational prejudice and discrimination that causes inequality and injustice in society, through the advancement of equity and fairness in decisions, policies and services across all sectors and communities. The seven panels – Race Equality Panel, Disabled People’s Panel, Faith and Belief Advisory Panel, LGBTQ+ Panel, Women and Girls Panel, Youth Combined Authority, and Older People’s Panel (to be established shortly). In addition to focusing on specific issues, they work together to ensure intersectionality is considered.

The Panels:

- **Champion** Greater Manchester’s cultural heritage and history of community inclusion and social justice
- **Advise** the Mayor of Greater Manchester and the Greater Manchester Lead for Ageing and Equalities of the challenges and opportunities faced by people linked to their identity.
- Constructively **challenge** political and system leaders to tackle prejudice and discrimination within their organisations and structures
- Proactively **support** the Greater Manchester Combined Authority (GMCA) and its public, private and voluntary sector partners to develop effective solutions that tackle inequality and increase equity.

By:

- providing **insight** into our diverse communities, enabling political leaders and public bodies to listen and engage with people in a more targeted and appropriate way
- **communicating** messages to their communities as trusted sources
- **designing** more effective policies with public bodies, improving outcomes for individuals, reducing inequality and preventing expenditure in other parts of the system
- facilitating positive **collaboration** between communities and public services, supporting an asset-based approach, highlighting new opportunities and challenges

Furthermore, Individual districts also have equalities’ networks, standing inequalities boards, forums and structures to engage with diverse communities. Delivery of this strategy will be informed through ongoing dialogue with these Panels, networks and forums.

We are adopting a “names not numbers” approach as we seek to improve the lives of our residents, involving them in decisions that are important to them.

We will ensure our approaches to engagement are fair, measured and proportionate, making best use of our assets and resources, and ensuring that communities identify and are involved in things that are relevant to them.

We will lead by example. We need a diverse range of people in positions making decisions. For example, this means better pathways to representation in elected office and positions of power for people from diverse communities and in marginalised groups who feel ‘locked out’ of politics. We will commit to the creation of new networks or taskforces to support and inform our work as part of the implementation of this Strategy, where it is apparent this would add value to the current structures.

**5. Effective Communication:** We will ensure our **communication** is more than just the exchanging of information. Greater Manchester will reach out across the traditional silos and create mechanisms for good communication with all stakeholders. We will be transparent and complete in our communication, deliver this in a timely manner without creating uncertainty and enable consistency of messaging across our partnerships. We will understand our audience and select channels and

accessibility standards to meet their needs. We will encourage feedback and dialogue, empowering all our stakeholders to get involved.

The difference that we will see from this approach to **Communication** will be improved understanding of roles and responsibilities in relation to this Strategy, strong relationships and mutual respect.

Systemically we recognise that communication needs to understand the emotion and intention behind the information being conveyed. Our aim is to use effective communication to build trust, prevent or resolve problems provide clarity and direction, increase engagement and create better relationships. Through this way of working, we will improve the productivity of our relationships and promote our Greater Manchester 'one team' approach.

**6. Progressive procurement and social value:** Procurement and commissioning has an important role to play in the delivery of the aims and outcomes in this Strategy. Collectively we will capitalise on the opportunity to redefine and strengthen the way 'social value' is used in Greater Manchester, both through procurement and as part of a broader, more purposeful, outcomes-focussed and inclusive approach to operating and doing business for organisations across all sectors. For example, public money should be being used to support good employment practice and guarantee people a living income.

We will go beyond what is set out in the Public Services (Social Value) Act to enable any organisation to use social value to tackle inequality. Wherever possible we will show preference to companies because they share the same core values that we want to encouraged and grow in Greater Manchester, not just because of the 'added value' they are offering to pay for on a particular contract. We will encourage our major suppliers to join us in support of attaining our target to be carbon neutral by 2038.

The difference that we will see from this approach to **Progressive Procurement and Social Value** will be a more effective use of available financial resources in terms of driving out benefit for Greater Manchester, achieving our environmental targets and delivering this Strategy.

If a greater proportion of public spend was based in Greater Manchester, we could ensure that more public money stays in the local economy and can benefit local people.

The pandemic showed us the importance of local provision in developing resilience. We understand the increasing importance of local supply chains for social, economic and environmental outcomes. We could achieve far greater impacts if all procurement in Greater Manchester could help us tackle inequality, and to be responsive to the climate emergency.

October 2020 saw the publication of a new [framework of priorities](#) for social value at the GMCA website. This framework can be used across all sectors to guide our actions on six priorities:

- Good employment
- Clean Air
- Employment and Skills
- Strong Local Communities
- Green Organisations
- Local Supply Chains

## **7. Employing robust quantitative and qualitative evidence-based approaches:**

We will ensure consistent and systematic use of a robust evidence base underpinning all of our priority setting, decision making and changing what we do (including for example through use of the GMCA **decision support tool** detailed below). Through our progress and process measures we will ensure we are delivering on the commitments made in this Strategy, in terms of not just what we deliver but also the ways in which we deliver.

We will ensure the responsible use and sharing of information and data, ensuring that information flows to where it is needed, seeking to ensure all parts of the GM system adopt principles that data will be disaggregated by geography or cohort wherever possible to delve below the averages, understanding the variance in outcomes by people and places. This will enable the more deliberate and effective targeting of plans, policies and interventions, responsive to need. We will also commit to the development and collation of data sources, insight and intelligence outside of those 'standard' datasets produced nationally, where lived experience is often masked by averages.

[\[Link to Information Strategy\]](#)

The implementation of this Strategy will embed a shared set of measures which will be used to set priorities, design and develop actions and interventions, and the flow through of resourcing to support their implementation.

The difference that we will see from **employing robust quantitative and qualitative evidence-based approaches** will be that we are as clear as possible of the nature of the issues that we are seeking to address, use this understanding to target our effort and resources, and assess the impacts of our work.

Collectively we will commit to an intelligent application of our evidence base, drawing on data and insight at the earliest possible stages of programme or policy design. While recognising the limitations of locally generated intelligence, we commit to its development and use in the knowledge that it can provide a richness and a more nuanced understanding of the actual lived experience of our residents, often masked by averages and official data sources.

Building on the work of the Independent Inequalities Commission and the Build Back Fairer report, we are using data and insight to better understand and act on the systemic and structural of intersecting and interacting inequalities and understand the common drivers of these inequalities.

The progress measures and targets aligned to the collective actions in this Strategy encompasses a range of data sources, metrics, insight evidence, assurance actions for our ways of working. Additionally we are also adopting place and demographic inequalities targeting; with piloting neighbourhood floor targets and population variance monitoring; helping to ensuring no place or demographic group in Greater Manchester falls below given minimum standards and supporting the targeting of activity in places and communities for whom a targeted approach would be beneficial for any given policy area.

[\[Insert link to performance monitoring pages\]](#)

**8. Workforce:** Employment standards, and the capacity and capability of our workforce are a critical enabler of this Strategy. We will put in place workforce programmes to support organisational and workforce development based on and facilitating a more integrated public facing workforce. We will ensure we have suitably skilled and talented workforces to deliver our shared vision.

Collectively, and as individual organisations with a stake in the delivery of this Strategy, we will ensure we are taking the necessary actions and mitigations to tackle discrimination and inequality in our workforces and workplaces, ensuring our workforces are more reflective of the communities we serve. There is a clear economic case for diverse and inclusive workforce, that is more innovative to meet customer needs and productive by maximising the skills available, whilst also recognizing the need to be forward looking supporting life-long learning. In addition to the wider social benefits of employing people experiencing inequality, and the impact this has on social cohesion, life outcomes and public service demand.

The difference that we will see from this approach to **Workforce** will be one that is best able to meet the work required to achieve our shared vision, one that feels safe and empowered to meet the challenges that it might face.

Using tools such as the Greater Manchester Employment Charter, we will drive up employment standards across all sectors, for the benefit of both the employed and their employers.

Public sector organisations will seek to go beyond the requirements of the Public Sector Equality Duty. We will commit to the collation and analysis of timely and accurate workforce data, evidencing the make-up of our workforces, including managerial and leadership positions, to enable positive steps to be taken to increase diversity and eliminate discrimination.

Private and VCSE employers should go beyond the Equality Act 2010, recognising the benefits to be attained from a diverse and inclusive workforce, that is more innovative to meet customer needs and productive by maximizing the skills available. It can drive business profitability and employee well-being thereby attracting and retaining talent.

**9. Innovation:** Developing and driving innovative new solutions will be a crucial part of our ways of working in Greater Manchester. We will explore and apply new and more effective approaches to maximising Greater Manchester's assets to drive local and national economic development, as well as tackling some of the key societal challenges that exist such as the climate emergency and health inequalities.

Our Economic Vision builds on our innovation assets and opportunities and will drive and accelerate growth for the city-region. Digital innovation will underpin the delivery of this Strategy and will shape the future of Greater Manchester.

Innovation across the transport and mobility sectors is particularly intense, challenging old modes, technologies and services. We will look to adopt and deploy innovation in a way that support our efforts to radically improve the transport offer in clean and sustainable manner.

In addition to technical and business innovation, we recognise the need to cultivate the conditions for social innovation to thrive across our city-region with the overarching aim of enabling good lives for all. We will explore the development of a social innovation network for Greater Manchester.

The difference that we will see from this approach to **Innovation** will be an increase in our ability to react to technological and societal change and discover new opportunities to drive forward this Strategy further and faster.

Greater Manchester's long history of innovation will be furthered through the delivery of this Strategy, with an understanding and development of the different elements that characterize innovation – discovery, invention, development and adoption. Embedding innovation as a way of working will support investment in and realisation of innovation opportunities.

Innovation is a key pillar of the city-region's Economic Vision, the plan to deliver a fairer, greener and more productive Greater Manchester economy beyond the pandemic. It will leverage and accelerate the success of Greater Manchester's existing research and development hubs in global frontier sectors, including advanced materials and manufacturing, health innovation, digital and creative, and clean growth.

Existing technologies and business models are insufficient to get us to carbon neutral. We need to rethink how we operate across all sectors. We are working with our private and academic partners to launch an Energy Innovation Agency for the city-region, with the aim of accelerating the testing and deployment of new technologies and processes at scale.

Fostering innovation by engaging with best digital practice to find better solutions to local problems will be critical in enabling innovative public services. In driving this forward we will make best use of data to inform better decision making and develop more accurate and person-centered public services.

The creation of a social innovation network would connect, lift up, and amplify new solutions to big social challenges, whether they are from our local communities or our global peers. Learning from this network of innovative people, places and practices will inform the strategy and leadership of the next evolution of place based transformation across Greater Manchester.

## **10. Always working with the future in mind:**

The Inequalities Commission and Build Back Fairer reports both emphasized the need for Greater Manchester to embed a preventative and 'future generations' approach. We need to ensure that Greater Manchester is meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Where applicable, we will prioritise work with children and young people, share expertise and evidence of the success of prevention approaches and continue to build capacity and partnerships to further develop these approaches.

**[Insert Young Person's Guarantee case study R]**

We will use our [Resilience Strategy](#) to build the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks they experience.

The difference that we will see from this approach to **always working with the future in mind** will perhaps only be truly seen in the longer term and by our future generations. However, we know that this approach, as well as prioritizing those upstream actions which seek to prevent an issue ever happening in the first place, will lead to higher productivity, lower treatment or renovation costs, less suffering and premature mortality and more cohesive communities; as well as happier, more successful people who are better able to participate fully in society.

Throughout our work we will think about its impacts in the longer term and not just the here and now.

The Covid pandemic has shown us the need to build our resilience to survive and thrive, regardless of the challenge. The capacity of Greater Manchester's people and places to respond to shocks will be developed through the Greater Manchester Resilience Strategy. This capacity to navigate shocks and to maintain confidence in the city-region is also dependent upon recognising and addressing chronic stresses such as poverty or ageing infrastructure that weaken its fabric and can undermine attempts to respond to crises and to create a stronger future in their aftermath.

## 11. Understanding the impacts of our decisions

Throughout implementation of the ways of working, we will adopt an **assurance framework** which assesses not only whether we are using these ways of working, but also whether they are being effective at enabling Greater Manchester to deliver this Strategy, delivering a greener, fairer and more prosperous city-region. This framework is embedded as part of our performance and process measures.

The assurance framework will have two parts:

- A set of 'process measures' which will tell us whether we are using each of the 10 ways of working
- A 'so what' question which asks whether these ways of working are making the difference that we are looking for

The GMCA **decision support tool** has been developed and tested and will be used consistently going forward to provide an assessment of the impacts (both positive and negative) arising from propositions being developed and enabling informed decision making. We are committed to the further roll out and wider use of the tool across as many formal and informal decision forums as possible, recognising the potential positive benefits to be gained through its widest possible use in all forms of policy and proposition design and delivery.

The GMCA decision support tool, developed in collaboration with the Centre for Climate Change and Social Transformation at the University of Manchester, enables a high-level assessment of possible impacts arising from any proposition, the outputs from which are provided to decision makers to understand the possible wider co-benefits of taking forward the proposal or seeking changes where it is deemed impacts arising could be mitigated. Where the screening process determines a more detailed assessment is required, an equalities impact assessment proforma and carbon assessment element are embedded within the document and can be used to support the overall assessment, and the information made available to the GMCA for decision making.

## Enabling the Ways of Working

Greater Manchester has put in place a range of initiatives and tools which will enable these ways of working. We will publish further examples at the website for the Greater Manchester Strategy but some of the most important enablers include:

### Embedding the Greater Manchester Model of unified services

Our [model](#) of unified services for the people of Greater Manchester, recognises that the way public services are traditionally organised must change. Services often operate in silos, making it difficult for people to get the holistic support that they need, where they need it, and for public money to be spent most effectively.

We have led the way in Greater Manchester with our reform programme, and will now go further. We will adopt the principle of '**universal basic services**' as a key pillar of a more equal society. We will also take an approach using the principle of **proportionate universalism**, recognising that some people and some communities need targeted, stepped up or more intensive help.

We now urgently need to move from principles to practice, and will push on with delivery in pathfinder neighbourhoods and communities.

On all of the specific challenges we face, we will start by working with people and communities, mobilise action networks from all parts of Greater Manchester society, and work to the "names-not-numbers" philosophy that has guided GM's success on homelessness.

The challenge of changing the way public services are traditionally organised is multiplied by the fact that different services operate on different geographical footprints, and with different funding models, different measures of success and all take account of need and place in different ways. As a result, services do not always tap into the energy, knowledge and capacity that exists on the ground, too often leaving people feeling 'done to' rather than empowered to shape their own lives or to improve things in their local areas.

Greater Manchester has been leading the way in a reform programme for services for people that can address these problems. This approach is already visible in some areas and was accelerated across the city-region during the need for rapid collaborative responses to the pandemic. Now is the time to push on even further and move the approach from the margins to the mainstream. We will embed the Greater Manchester Model as a key enabler of achieving many of the ambitions set out in this Strategy. We will adopt the principle of '**universal basic services**' as a key pillar of a more equal society, helping everyone to live a decent life and to contribute to the economy and society.

We will take an approach using the principle of **proportionate universalism** (the resourcing and delivering of universal services at a scale and intensity that is proportionate to the degree of need), recognising that some people and some communities may need targeted, stepped up or more intensive services. We will strive to secure help for people and communities based on what a good life looks like for them, taking into account individual contexts rather than a 'one size fits all' approach.

Our model is rooted in our long-held reform principles. These recognise that each partner or sector holds the key to another's objectives, and that our objectives cannot be fully realised without a fundamental shift in the thinking, culture, policies and structures that underpin the current system.

The unified services model sets out six interrelated key features which need to be in place for us to achieve these ambitions:

- Geographic alignment
- Leadership and accountability
- One Workforce
- Shared financial resource
- Programmes, policy and delivery
- Tackling barriers and delivering on devolution

We know that we need to move from principles to practice and it is having all six key features in place that will help us realise this, starting with their application in 10 pathfinder deprived communities, alongside piloting an income guarantee in one or more.

Our learning and experiences during Covid have also reinforced the need to double up our efforts to achieve these ambitions given the difference they are likely to make to people and communities. We have developed a significant amount of learning during this time, not least around what it takes to galvanise a community level response around a common cause. Indeed, we know that our ambitions are possible because we experienced the realisation of many elements almost overnight during a time of crisis. Our challenge will be to build upon this learning and sustainably implement these transformational changes across Greater Manchester.

## **Investing in the role played by the Voluntary, Community and Social, Enterprise (VCSE\*) sector through the VCSE Accord**

*\* When we talk about the VCSE sector in Greater Manchester, we mean voluntary organisations, community groups, the community work of faith groups, and those social enterprises where there is wider accountability to the public via a board of trustees or a membership and all profits will be reinvested in their social purpose.*

Greater Manchester is home to over 17,000 voluntary, community, faith and social enterprise organisations who are well-networked with strong, distributed leadership, established communications channels and have evidenced their ability to convene and act as a sector around general or specific strategic objectives. Covid has demonstrated the sectors ability to adapt at pace and with a huge degree of accuracy and efficacy to meet the needs of our communities. The sector is a significant employer with a high proportion of jobs at Real Living Wage.

We are committed to the implementation of the newly agreed GM VCSE Accord [\(Insert link\)](#), providing a shared vision for a thriving VCSE sector working collaboratively and integrally with public services. Investment in the VCSE sector under the Accord will enable the sector to be an in equal partner in the design and delivery of GMS implementation.

The VCSE response to the emergency caused by the pandemic across Greater Manchester has been incredible in its strength, its depth and the speed at which it was been mobilised. VCSE organisations of all sizes, as well as community volunteers, have offered and continue to provide their support, and are integrating with emergency support structures at this time.

The GM VCSE Accord, signed in September 2021, sets out a shared vision for a thriving VCSE sector in Greater Manchester that works collaboratively with the GM Integrated Care System and the GMCA. The Accord delivers on our commitment to different models and modes of investment to enable the VCSE as an equal partner in the design and delivery of GMS implementation.

The VCSE Accord agreement will enable GMCA and the GM Integrated Care System to work collaboratively with the sector, via the GM VCSE Leadership Group. The purpose of this Accord is to further develop how we work together to improve outcomes for Greater Manchester's communities and citizens.

**Our shared vision is for a thriving VCSE sector in Greater Manchester that works collaboratively and productively with the GM Integrated Care System, the GM Combined Authority, its constituent local authority members and statutory partners.** This vision is based in our shared values, will be supported by a sustainable infrastructure and have strong leadership. We will operate on the basis of mutual trust, respect and transparency.

We will acknowledge the value to communities of place, identity and experience, and understand the role of local people in leading, shaping and connecting organisations to create a functioning 'ecosystem' of activity. We want decisions taken and issue addressed as close to communities as

possible, coming together at a Greater Manchester level where there is a demonstrable benefit of doing so.

Through the VCSE Accord, we have set out shared commitments for 2021 – 2026, whose success will rely on their recognition, adoption and action at a locality and neighbourhood level. All commitments will be achieved in partnership and equitable involvement from all 10 districts of Greater Manchester. We will develop a strategic and joined up approach to funding and commissioning of VCSE activities. This includes an investment approach based on long-term, core funding to support strategic VCSE capacity and infrastructure.

## The GM Good Employment Charter

There are around 105,000 companies in Greater Manchester, and we continue to work with them to bring trade, investment and growth, and support people to access the opportunities created.

Through the [Greater Manchester Good Employment Charter](#) we have worked with Trade Unions to define the seven characteristics of Good Employment and create a framework to support all employers in the city-region regardless of size, sector, or location, to improve employment standards and provide better opportunities for GM's workers to grow, develop, and thrive in the workplace as well as improving our economy. The ambitions for Greater Manchester to become the first city-region to pay all employees a real living wage build on this movement, and will require even deeper collaboration between public, private and third sector employers as well as leadership in self-employment and freelance occupations.

The development of the GM Good Employment Charter and the creation of a 'movement' around the work through a tiered system of supporters and members as well as a strong brand and engagement mechanisms will be key to driving forward our ambition for fair and high standards of employment.

## Greater Manchester's Digital Blueprint

We want to ensure we can enhance the successes of Greater Manchester, already gaining an international digital reputation, with our Digital Blueprint [\(INSERT LINK\)](#) setting out the approach to meet our ambition to be a top 5 European digital city-region.

Prioritised actions are underpinned by a focus of inclusive growth of digital talent and extending our world-class smart and digital infrastructure and connectivity. We will continue to follow a "whole digital ecosystem" approach that shaped and underpins the Blueprint model, enabling Greater Manchester to achieve our ambitions.

We will ensure that digital is connected across the work of GMCA and partners, driving better delivery of public sector transformation by maximizing opportunities and resources, enabling joint working on opportunities and ensuring that gaps are rectified, and throughout maximizing the impact of our collective actions."

Recent Government (Department for Culture, Media & Sport) research indicates that UK's digital sector is growing nearly six times faster than the mainstream economy. Greater Manchester is gaining an international reputation for growing "unicorn" start-ups (valued at over \$1 billion); as a

base for global brands such as the BBC and GCHQ; for public sector innovation; and internationally significant digital research. We want to enhance this success and our [Digital Blueprint](#) sets out the approach to meet our ambitions to be top 5 European digital city region by focussing on the following priorities:

- empowering people
- enabling innovative public services
- digitally enabling all businesses
- creating and scaling digital businesses
- being a global digital influencer

These are underpinned by a focus on inclusive growth of digital talent and extending our world class smart and digital infrastructure and connectivity. Initiatives such as SMART ticketing to digitally-enable existing and future mobility around Greater Manchester; the next phase of the GM Full Fibre network; launching further cyber and AI initiatives; data acceleration to better support families and individuals; the annual and growing “Digitober” festival; and carbon emission monitoring as part of the building retrofit work will develop at pace as part of the delivery of this Strategy.

For Greater Manchester to achieve its ambitions we will continue to follow a “whole digital ecosystem” approach that shaped and underpins the Blueprint model. Collaboration is at the heart of this approach and we will further support and enable private, academic and not-for-profit sector work and identify where there are gaps and initiatives needed at a pan-GM level and taking creative approaches to resourcing them. Having re-organised our governance and engagement mechanisms, groups like the GM Cyber Advisors, Digital Inclusion Action Network and GM Digital Strategic Advisors are driving this. We will ensure that digital is connected across the work of GMCA and partners, driving better delivery of public sector transformation by maximizing opportunities and resources, enabling joint working on opportunities and ensuring that gaps are rectified, and throughout maximizing the impact of our collective actions.

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