

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 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 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.

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. 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. All partners, from across sectors, including our businesses, the public sector and communities have a role to play in the delivery of this Strategy. It is only through the realisation of our collective efforts that our shared vision will be attained.

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.

(Additional Information: GM's Levelling Up Deal)

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 decarbonisation 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 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.

(Additional Information: Decarbonising our city-region & delivering social value & inclusive growth

Additional Information: Vision for a low carbon GM)

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.

(Additional Information: See below GMCA decision support tool information in ways of working

Additional Information: GMFRS response to climate emergency)

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, 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.

(Additional Information: Planning for a carbon neutral Greater Manchester public sector estate)

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, 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.

(Additional Information: Working in partnership to develop the Gender Based Abuse Strategy

Additional Information: The Young Person's Guarantee)

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](#) by Donald Hirsch, Loughborough University 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.

(Additional Information: See 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. (Additional Information: See Progress Monitoring Annex) 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 a new focus on place-based inequalities through the use of neighbourhood floor targets, which set minimum standards against a number of core indicators. It also commits to tracking and acting upon demographic inequalities, highlighted by considering variation in outcome by population group. This approach will inject a new level of focus within some of the priority measures, and demonstrates a way of working and commitment to issues that are fundamental to the overall success of Greater Manchester. (See below: Employing robust quantitative and qualitative evidence-based approaches Ways of Working). We will seek to align collective activities and resources to ensure an appropriate shift in service delivery to support those people and places that 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, enabling Greater Manchester to lead the local and UK economic recovery and development. Based on the Independent Prosperity Review 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 benefitted 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.

(Additional Information: Innovation Greater Manchester
Additional Information: GM Local Energy Market)

Developing our frontier sectors

Evidenced by the Independent Prosperity Review and our Local Industrial Strategy 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.

(Additional Information: Health Innovation)

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.

We are a globally connected city-region and, as the UK's third largest airport, Manchester Airport is a critical infrastructure asset and key driver for internationalisation and economic prosperity in Greater Manchester and the wider North. In 2019, the airport served 29 million passengers, with routes to more than 200 destinations, as well as the freight terminal managing import and export cargo of a total value exceeding £6.8bn. Indeed, the international connectivity afforded through the airport, Airport City and development of the wider integrated transport system connecting the airport to all parts of Greater Manchester and the wider North, will be important in levelling up and rebalancing both the local and national economy, providing a counterweight to London and the South East.

The pandemic has had a devastating impact on the airport, with travel restrictions limiting passenger volumes to below five per cent of normal levels for long periods. Going forward it will be important to ensure that the airport recovers so that it remains internationally competitive and connected to as many international markets as possible to ensure the economic prosperity of the conurbation and wider North, and that this is delivered in a sustainable way.

Our carbon neutral 2038 target and our carbon budget includes operational emissions from the airport. In our science-based target analysis we assumed that, at a national level, emissions from aviation will not grow any further and that from 2030 emissions will steadily drop to zero, in line with aviation industry targets.

The airport's operations (i.e. emissions generated by the airport itself, including the operation of ground support vehicles but excluding emissions from aircraft) are already certified carbon neutral. However, aviation is one of the most challenging industries to decarbonise. Whilst some of the necessary technologies, such as improved airspace management and sustainable aviation fuels are near term, the introduction of hydrogen and electric aircraft is still some way off, with the first aircraft expected to enter service in the mid 2030s.

We want to make sure that our policy on aviation matches our ambition to be a world leader on climate action, in line with our carbon neutral 2038 target and our carbon budget. In driving this Greater Manchester partners will work with Government and other stakeholders to help to influence UK aviation policy, including development of an appropriate budget for UK aviation emissions, and ensure that this supports levelling-up.

By working to ensure aviation emissions are tackled at an international and national level, we will seek to avoid the distortions and redistribution of flights and emissions that could be the result of regional policies. We recognise that unilateral local action could distort the market, driving passengers and airlines to other airports in the UK and overseas, and undermine the role that Manchester Airport plays in Greater Manchester and the wider North.

We will encourage Government to adopt the right mix of policies, including support for technological innovation, to deliver the rapid decarbonisation of the aviation sector. If necessary, we will encourage Government to adopt demand management policies to regulate carbon emissions. The principle of equity will be key to ensure fair access to transport and an equitable distribution of the remaining global carbon budget.

We will also continue to support Manchester Airport and the industry to bring forward low carbon technologies and robust offsetting approaches – but in so doing, we will adopt a precautionary principle, to ensure that we do not overly rely on carbon offsetting or future technologies that may not deliver the reductions required. In so doing we will:

- Continue to work with the airport to ensure travel to and from the airport is as low carbon as possible, including developing improved public transport alternatives to

private car travel and promotion of EV uptake through EV chargers in car parks etc

- Educate people about the carbon emissions generated by air travel and encourage passengers to offset the emissions associated with their journeys (preferably using the Greater Manchester Environment Fund)

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 stature 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. The pandemic has clearly demonstrated that the ability to travel internationally is highly valued by businesses and individuals. At the same time, the pandemic has also shown that in some situations technology can displace the need for air travel and deliver savings both in terms of cost and carbon emissions. For this reason, we will encourage all travellers, including those travelling for business, to make informed choices when they choose to fly.

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.

(Additional Information: Global reach of GM)

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.

(Additional Information: Foundational Economy)

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 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.

(Additional Information: Social Enterprise: Big Life Group)

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.

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.

(Additional Information: See Employment Charter in Ways of Working)

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.

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.

(Additional Information: Living Well at Home)

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.

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.

(Additional Information: Streets for All)

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.

(Additional Information: Greater Manchester's Growth Locations)

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 benefitted 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.

(Additional Information: Modal shift: the Regional Centre)

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 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. 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, 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.

(Additional Information: GM taking action to improve air quality on local roads)

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.



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 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.

(Additional Information: See Performance Framework)

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, 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.

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.

(Additional Information: A Bed Every Night
Additional Information: GM's movement for movement
Additional Information: Working Well)

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

Our Progress Measures

Headline progress measures (below), targeted indicators and qualitative assessments will form the basis of the comprehensive performance framework and progress monitoring of the delivery of this Strategy.

Shared outcome / shared commitment	Indicator
Shared outcomes	
<p>The Wellbeing of our People</p> <ul style="list-style-type: none"> • 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 <p>Vibrant and Successful Enterprise</p> <ul style="list-style-type: none"> • 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 <p>Greater Manchester as a leading city-region in the UK and globally</p> <ul style="list-style-type: none"> • Greater Manchester as a world-leading low carbon city-region 	<ul style="list-style-type: none"> • Healthy life expectancy at birth • Median resident earnings • % 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 • Number of engagements by GM residents with cultural organisations supported by the GM Cultural Fund • % 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)?' • % of children living in low income households • % people with a strong sense of belonging to their local area • Business births • % of working-age population in employment • % of working-age population with Level 4+ qualifications • % of working-age population with sub-Level 2 qualifications • Manchester's position on the Resonance World's Best Cities index • Carbon emissions estimates p.a., ktCO2

Shared outcome / shared commitment	Indicator
<ul style="list-style-type: none"> Greater Manchester as a world-leading digital city-region 	<ul style="list-style-type: none"> Number of properties at risk of flooding No. people employed in digital industries
Shared commitments – place priorities	
<ul style="list-style-type: none"> We will drive investment into our growth locations, and use that to create opportunities in adjacent town and local centres 	<ul style="list-style-type: none"> Employment space and housing growth % increase in residential development in main town centres
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> % of residents who feel 'very' or 'fairly safe' in their local area No. of neighbourhood crimes per 1,000 population % of victims who are satisfied with the overall service received from Greater Manchester Police (GMP) % 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)?'
<ul style="list-style-type: none"> 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 Zero Carbon commitments and Housing Strategy 	<ul style="list-style-type: none"> Net additional dwellings built p.a. Number of new build homes with an energy performance certificate (EPC) rating in the reporting year of A
Shared commitments – system priorities	
<ul style="list-style-type: none"> We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment 	<ul style="list-style-type: none"> Level of NO₂ emissions and exceedances Amount of renewable electricity installed capacity Number of trees planted per annum

Shared outcome / shared commitment	Indicator
<ul style="list-style-type: none"> We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike 	<ul style="list-style-type: none"> Municipal / household waste recycling rate % who find it easy to use different forms of transport in one journey % of people who say they can afford to travel by public transport as much as they like % and total annual trips made via public transport / active travel % of the GM bus fleet that is zero emission (at tailpipe)
<ul style="list-style-type: none"> We will enable the delivery of world-class smart digital infrastructure 	<ul style="list-style-type: none"> % of premises unable to access download speeds of at least 30Mbit/s
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Number of employees / companies in GM's frontier sectors Number of innovation-active businesses
<ul style="list-style-type: none"> We will support our businesses to grow sustainably and be as prosperous as they can be 	<ul style="list-style-type: none"> Number of GM businesses engaged by the Growth Company Number of GM businesses signed up to the <i>Race to Zero</i> campaign
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> % of employees paid above the Real Living Wage (RLW) % of GM residents in 'good work'
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Trends in Adult Education Budget (AEB) starts and achievements Trends in apprenticeship starts and achievements (focus on cohorts, sector subject area, level)
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> % take up of funded childcare and early education places for two-year-olds % of children at or above the expected level of development at 2-2.5 years Attendance at school: rate of pupil unauthorised absence (all age, all settings) % of young people reporting good or higher wellbeing (Year 10s)

Shared outcome / shared commitment	Indicator
<ul style="list-style-type: none"> We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online 	<ul style="list-style-type: none"> Trends in transitions for GM young people, including priority cohorts, across childhood % of residents not accessing the internet in the last 3 months Level of digital exclusion within priority groups (tbc.) Total number of learners taking digital skills courses funded under the GM Adult Education Budget (AEB)
<ul style="list-style-type: none"> We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester 	<ul style="list-style-type: none"> % 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 Number of new affordable homes built per annum Number of people sleeping rough
<ul style="list-style-type: none"> We will tackle food and fuel poverty experienced by Greater Manchester residents 	<ul style="list-style-type: none"> % of households that are food insecure Volume of unsecured personal loans
<ul style="list-style-type: none"> We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health <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 and targets 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"> % of adults reporting 'high' or 'very high' satisfaction with their life % of adults reporting high levels of anxiety % of people who are active or fairly active % of GM residents who are overweight or obese % of adults (18+) who are current smokers No. of emergency hospital admissions due to falls per 10,000 adults aged 65 and over

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.

(Additional Information: Ways of working – leadership)

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 – 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.

(Additional Information: Ways of working – environment)

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, victimisation 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.

(Additional Information: Ways of working – equalities)

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.

(Additional Information: See Employing robust quantitative and qualitative evidence-based approaches 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

(Additional Information: Ways of working – involving stakeholders)

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.

(Additional Information: Ways of working – effective communication)

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-focused 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.

(Additional Information: Ways of working – progressive procurement and social value)

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 seek to 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.

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.

(Additional Information: Ways of working – employing robust quantitative and qualitative evidence-based approaches)

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 recognising 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, responsive to the needs of our communities and that feels safe and empowered in delivering their roles.

(Additional Information: Ways of working – workforce)

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. We will achieve high levels of upholding citizens data right and engage in a conversation about the ethical impacts of innovation and technological advancement.

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.

(Additional Information: Ways of working – innovation)

10. Always working with the future in mind:

The Inequalities Commission and Build Back Fairer reports both emphasised 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.

(Additional Information: Young Person’s Guarantee)

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.

We will use our Information Strategy to responsibly collect, use and manage data about citizens, communities, systems and businesses to tackle inequality and create the future for Greater Manchester.

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 prioritising 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.

(Additional Information: Ways of working – always working with the future in mind)

11. Understanding the impacts of our decisions

Throughout implementation of the ways of working, we will adopt a **performance 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 performance framework will have two parts to assess progress against our ways of working:

- 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.

(Additional Information: Ways of working – understanding the impact of our decisions)

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.

Additional Information: Embedding the GM Model of unified services

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, 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.

(Additional Information: Investing in the role played by the VCSE sector)

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 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.

(Additional Information: GM's Digital Blueprint)

DRAFT

Abbreviations and acronyms

AEB	Adult education budget	LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning. The 'plus' represents other sexual orientations and gender identities including (but not limited to) pansexual, asexual, and various non-binary genders.
BBC	British Broadcasting Corporation	m	million
BEDP	Building Energy Decarbonisation Plans	MW	Mega Watt
bn	billion	MWp	Mega Watts of power
CYP	Children & young people	NHS	National Health Service
DEC	Display energy certificates	NO ₂	Nitrogen Dioxide
EPC	Energy performance certificate	NPR	Northern Powerhouse Rail
EU	European Union	p.a.	Per annum
EV	Electric vehicle	PPE	Personal protective equipment
GBV	Gender Based Violence	PSDS	Public Sector Decarbonisation Scheme
GCHQ	Government Communications Head Quarters	PV	Photovoltaic
GM	Greater Manchester	R&D	Research and development
GMCA	Greater Manchester Combined Authority	SME	Small and medium-sized enterprise
GMFRS	Greater Manchester Fire and Rescue Service	UK	United Kingdom
GMS	Greater Manchester Strategy	UN	United Nations
HR	Human Resources	VCSE	Voluntary, Community and Social Enterprise
HS2	High Speed 2 (rail)	W&G	Women and Girls
ktCO ₂	Carbon dioxide - kilotonne	YPG	Young Person's Guarantee
LEP	Local Enterprise Partnership		

Additional Information

(Linked material when reading the strategy online)

Greater Manchester's Levelling Up Deal

Greater Manchester has made significant progress over recent years, including the delivery of major projects such as the expansion of the Metrolink network, the ramping up of housing delivery and delivery of investment in Brownfield sites now being brought together in our Places for Everyone framework, the development of assets into internationally competitive sectors (advanced materials and manufacturing, digital health innovation and low carbon), and a model of service delivery which has brought together health and social care ahead of the national curve.

However, despite this a productivity gap remains between Greater Manchester and the UK, and even more so comparable city regions in other countries. As the GM Independent Prosperity Review found, health inequalities contribute to that gap, along with other gaps in human capital and infrastructure. Closing this prosperity gap will require tangible delivery which creates opportunities for talent and innovative businesses.

[Greater Manchester's Levelling Up Deal](#) is a serious, positive offer to Government which will deliver a London-style transport network with affordable London-level fares, accelerating our plans for a net zero future with better, greener homes and communities: and better jobs and skills.

Our Deal could be a model for Levelling Up and Net-Zero delivery for the whole country. We want a real partnership between Greater Manchester and Government with clear responsibilities and proper accountability for local leaders.

Greater Manchester has a strong record of delivery and collaboration and has led the way on English devolution and our Levelling Up Deal Deal builds on that. It will require both Greater Manchester delivery and Government support. If Greater Manchester is given the right powers and funding our Levelling Up Deal will:

- Deliver a London-style transport network with affordable London-level fares, moving us towards a zero carbon transport system
- Remove one million tonnes of carbon from GM's economy – and in so doing help to address inequality, for example by increasing energy efficiency creating savings for households and tackling fuel poverty, retrofitting schools and other public buildings as well as social homes and private homes
- Create attractive places to live, work and set up a business
- Create opportunities for people to retrain, get the skills they need and create jobs right across Greater Manchester
- Create a 'Golden Triangle' of innovation excellence within the towns and cities of the North, to drive UK growth

Decarbonising our city region and delivering social value and inclusive growth

Progress is being made towards the renewable energy generation targets in the [5-Year Environment Plan for Greater Manchester](#). However, GM needs to rapidly scale up delivery to achieve carbon neutral by 2038 and stimulate local economic recovery following Covid-19.

[Go Neutral](#) is a GMCA-led Smart Energy initiative to decarbonise our city region and deliver social value, community wealth-building and inclusive growth. For Greater Manchester, Smart Energy is about:

- Taking control of how we generate, use, and trade our energy locally to create a resilient and connected energy system.
- Creating greener, healthier, and more affordable lifestyles.
- Creating investment opportunities that will support new jobs and skills on our pathway to carbon neutral by 2038.

Phase 1 of Go Neutral is currently underway. We are delivering a pipeline of 20MW of new renewable energy generation and battery storage across all of GM's districts by 2023. This is supporting circa 575 jobs through feasibility, design and delivery. We are now moving into Phase 2, which is to rapidly scale impact and accelerate delivery. We want to make the most of underused public sector owned assets by making them available for smart energy deployment opportunities.

GMCA, working with our ten districts, Transport for Greater Manchester, and the Environment Agency have sites shortlisted for potential development opportunities based on their geospatial characteristics and local intelligence. 768 (and counting) underutilised sites have been shortlisted by partners for potential integrated smart energy solutions.

To help streamline the procurement and delivery of these opportunities, we are currently putting in place a GMCA-led smart energy call-off framework. It will allow users to contract with providers to make carbon savings and/ or cost savings through implementing 'smart energy interventions' to their buildings, car parks and land assets via a range of investment and delivery models. The framework will be accessible to all UK public sector organisations.

For GM, the initial phase (first three years) will seek to identify, develop, and deliver at least 85MW of power generation and potential supporting battery storage and electric vehicle charging infrastructure across 430 assets owned by 13 public sector partners. This might provide circa:

- 25 MWp of building integrated solar PV with supporting battery storage
- 10 MWp of solar car ports with supporting battery storage
- 50 MWp of ground mounted solar PV (private wire and grid connected)
- Plus additional potential battery storage, wind generation, EV forecourts and charging hubs

Vision for a low carbon GM

There are significant benefits to be gained from taking action now to achieve our vision for a low carbon Greater Manchester.

A low carbon neutral transport system would mean:

- More working from home and digital access to services
- Increased use of **local** facilities and leisure activities
- Increase in public/shared transport (e-car clubs) and more active travel
- Much lower levels of car ownership & use – households with more than one car become a rarity – less congestion
- Less road space allocated for motor vehicles
- All vehicles zero emission
- Local deliveries by zero emission vehicles/cargo bikes
- Streets/transport corridors with more trees/soft landscaping
- Multiple benefits of a zero carbon transport system, e.g. new employment opportunities around new technologies and wider health and wellbeing benefits

To achieve this there are three main types of intervention GM needs to explore: **avoiding** carbon emissions altogether; **shifting** to lower emission ways of doing things; and **improving** how we do things e.g. upgrading to new low-carbon technologies.

These changes will not only benefit the environment but will also improve health outcomes, tackle inequalities, generate good quality and secure quality jobs and make our communities better to live, learn and work in.

GMFRS response to climate emergency

The Greater Manchester Fire and Rescue Service Sustainability Strategy (2014-2020) outlines an overall target of being carbon positive by 2050 and essentially moving beyond net zero. The Sustainability Strategy also has an interim target of achieving a 50 per cent carbon reduction by 2020 (from the 2008/09) baseline. As well as carbon targets, the strategy also outlines our ambition to become a zero waste organisation, causing zero pollution, creating zero wasted water, as well as being local leaders on sustainability. By April 2019, we had achieved a 45 per cent reduction in carbon emissions from a baseline set in 2008/09.

Net positive carbon footprint

To move towards becoming a net positive organisation, we have:

- invested over £1 million in energy efficiency measures including LED lighting, voltage optimisation, dehumidifiers within drying rooms, insulation and heating controls
- 22 fire stations have solar PV systems, generating enough electricity to power 13 fire stations for a full year
- rebuilt four sites with high standards of energy efficiency
- introduced 11 electric vehicles, which reduce carbon emissions by 75 per cent when compared to combustion fuel equivalents
- our fire engines have 100 per cent recyclable polymer bodies making them 75 per cent lighter and enables annual fuel savings of 3 per cent

- commenced research into diesel consumption from fire appliances at incidents
- helped avoid around 80,000 tonnes of carbon from fires entering the atmosphere (since 2008) through our prevention work.

Zero waste

By 2050, we aim to be a zero waste organisation, which will require a move towards more closed-loop procurement systems. Our activities include:

- technical equipment such as hoses, fire engines and PPE donated through an ethical organisation to countries in need
- obsolete smoke detectors previously installed by Greater Manchester FRS are collected and returned to the supplier for repurposing to avoid unnecessary disposal
- firefighting PPE is composed of panels meaning that fabric panels can be replaced individually rather than the whole uniform
- our waste collection arrangements ensure that recyclable waste and general waste are collected separately leading to improved recycling rates.

Planning for a carbon neutral Greater Manchester public sector estate

Greater Manchester's public sector organisations are making progress with decarbonising their estate. However, significantly more needs to happen if Greater Manchester is to deliver the Greater Manchester Five Year Environment Plan and to achieve carbon neutrality by 2038.

The first step on our journey has been to understand the impact of our public sector estate. This has involved working with our ten districts to baseline the energy use and performance of their buildings. The knowledge and data gained through this exercise informed a successful combined partnership bid for the [GM £78m Public Sector Decarbonisation Scheme 1](#) (PSDS 1), funded by Salix. The grant has funded energy interventions that will decarbonise over 150 public sector buildings. Looking ahead to 'what next?', we realised that our partners were lacking an evidence-backed action plan to achieve carbon neutrality by 2038. Using the grant secured, we commissioned Buro Happold to create Building Energy Decarbonisation Plans (BEDP) for our PSDS 1 public sector partners.

Each BEDP describes how the partner intends to replace fossil fuel reliant systems with low carbon alternatives. It acknowledges the current state of the partner's energy use and the actions needed to decarbonise it.

The BEDP comes with a toolkit that is tailored for each public sector partner. The toolkit presents a recommended carbon pathway mapped out to 2038 with a capital cost spend profile for the associated energy interventions and the resulting running cost spend profile.

The toolkit also provides users with the ability to define their own decarbonisation pathway by choosing energy intervention measures for each building and the year

that they plan to implement them. The toolkit shows what this would mean for capital costs, running costs, carbon savings, etc.

A major advantage is that the toolkit has the facility for updating asset information, energy data and capital cost of intervention measures. Users are able to quickly understand where they are versus where they need to be on their carbon decarbonisation pathway. To help the user identify remedial actions the toolkit presents their building portfolio through different lenses - for example, most carbon intensive buildings, buildings with highest heat demand, most inefficient buildings, etc. This enables our partners to identify which buildings they want to target based on their current priorities.

Working in partnership to develop the Gender Based Abuse Strategy

Launched in December 2020, the [Greater Manchester Women & Girls' Equality Panel](#) brings together a diverse group of 20 well informed women from across our ten boroughs with the aim of accelerating gender equality, enabling women and girls to live their best life in Greater Manchester.

Having identified Violence Against Women and Girls as one of their initial priority areas, the Panel established a working group to consider this issue in greater depth. The working group has played a significant role in shaping the new [Greater Manchester Gender Based Violence Strategy](#). Panel members have provided a sounding board as the strategy has been developed, offering strategic advice based on both their lived experience and professional expertise (as organisations that provide support to those affected by abuse and violence).

Specifically, the Panel identified a number of areas that the GBV strategy needed to set out a clear response to, including in relation to providing appropriate housing provision and the need to educate young people in order to change harmful attitudes and behaviours.

The input from the Panel has helped to ensure that the final Strategy sets out a responsive programme of work which will enhance the safety of women and girls, while preventing gender-based violence from occurring in the first place and challenging the attitudes and inequalities that enable it.

The Panel will continue to influence the strategy, having a key role in its implementation. This could include, for example, a role in supporting education and training programmes and campaigns etc.

The Panel has also lobbied to ensure that the GBV Board includes representation from specialist organisations and that victims voices are represented on the GBV board.

The Young Person's Guarantee

[The Young Person's Guarantee](#) (YPG) was a 'moment in time' snapshot of young people's concerns carried out in the context of the pandemic and with a view to

concerns for social, educational and economic recovery. GM young people expressed their concerns and priorities around four key themes: Keeping Connected; Staying Well; Making Effective Transitions; Reducing Economic Inequalities. The 'guarantee' is that the GM system will listen to and act on the priorities expressed by young people themselves and we will develop a system-wide model to coordinate responses to the priorities of GM young people aged 11-30. Children and Young People's voices are to be at the heart of the ongoing delivery. Young people's opportunities to be at the heart of delivery, planning and design is being maximised and a new youth voice engagement plan is underway. This plan will see young people not only expressing their views but also youth voice groups will be utilised to area opportunities on a peer-to-peer basis, creating a two-way partnership between young people and opportunities offered by the system as a whole.

Joel: HR Apprentice at Bury Council.

After a year studying computing, Joel realised that University was not the right path for him. Following a rethink, Joel chose an apprenticeship to improve his skills and earn while he was learning. His HR apprenticeship with Bury Council is a challenging and enjoyable role. As an apprentice in a big department with about 50 or so people, Joel was nervous about meeting everyone, "But it wasn't too bad as I'd had part-time work there before," he explains. He's enjoyed going to meetings and events as part of Backing Young Bury and also likes helping out in his role as apprenticeship ambassador. Joel prefers the work environment to school, "I think it's much more relaxed." His next goal is to finish his apprenticeship, complete his college work and see how he can further his career.

Innovation Greater Manchester

[Innovation Greater Manchester](#) is a blueprint for a partnership with Government which could generate a £7 billion economic benefit and create up to 100,000 jobs across the city-region.

Led by business, scientific, academic and local government leaders, Innovation Greater Manchester is a model for leveraging science assets and strengths to support innovation-led business growth in Greater Manchester, the North West, and the wider North. It forms a key part of the Economic Vision – the plan to deliver a fairer, greener and more productive Greater Manchester economy.

Among its proposals are the creation of a single umbrella group bringing together local and national partners from the public and private sectors that have a stake in Greater Manchester's innovation ecosystem, and a six-year, multimillion-pound Innovation Transformation Fund.

The blueprint also envisages a network of Innovation Zones that link labs and research institutions to industry in city centres, town centres and advanced manufacturing parks across Greater Manchester. Innovation Zones would ensure the growth fuelled by innovation brings economic and social benefits to every district, resulting in updated skills, good employment and places where people want to invest.

Collaboration supported by Innovation Greater Manchester would help commercialise the pioneering work done at the city-region's world-leading universities and research institutions, turning this research into viable businesses that create high quality jobs and attract investment.

GM Local Energy Market

The [GM LEM](#) project is an innovation project led by GMCA and in partnership with 11 partners from community, technology, energy supplier and network operators. Informed: Local Area Energy Plans provide an informed perspective from resident, business and network operators of where we need to generate renewable energy, where we need to retrofit our buildings, where we should place EV hubs and the impact this whole system approach may have on the grid (Network operators). New: Value sharing Propositions (Energy Tariffs) will be designed and establish new tariffs that can be used by domestic and non domestic customers for heat and mobility.

Optimised: An energy trading platform will be specifically designed to support the region in maximising our intermittent energy generation, the Market Maker. The market maker will control the onboarding of consumers to benefit from the proposed revised tariffs and will support the trading of energy between all consumers within the GM region.

The Local Energy Market is the first project in the country which will provide local area Energy plans for 10 districts, 1.2m homes, 2.7m residents. The projects ability to provide such an informed position, supports the all walks of life to make informed decisions.

The designing of new Value Sharing Propositions, are designed and linked to Local Area Energy plans supports targeting, and maximising of local assets, with the final Market Maker element providing both additional revenue streams and network flexibility services.

Health Innovation

Greater Manchester has world class strengths in health innovation and advanced materials, underpinned by assets in digital technology and data science. A recent addition to Greater Manchester's health innovation ecosystem is the [Christabel Pankhurst Institute](#), a new £25m initiative to promote needs-led health technology research and innovation, providing end-to-end support for translation into practice.

It was launched in January 2021 by a consortium comprising The University of Manchester, Manchester Science Partnerships, Manchester University NHS Foundation Trust , and Health Innovation Manchester .

The Institute will form an important part of the Greater Manchester health innovation ecosystem, working together to translate world-leading research into new products and services.

It will maximise the University's research strengths in digital technology and advanced materials and will develop innovative solutions to pressing health and care challenges, fostering new collaborations, improving lives and catalysing growth in the health innovation business sector. In turn this will drive business growth and employment as well as boost the long-term health benefits of the city-region.

The institute will play a critical role in pulling innovations through from basic research to market ready products and services, that can be deployed across Greater Manchester, to ultimately improve the health and wellbeing of our citizens. To achieve this it will build on, integrate and enhance the already extensive support provided by the partners.

Global reach of GM

Greater Manchester is the birthplace of revolutionary ideas that have had profound impact on lives all around the world. The [Co-operative movement](#) was founded in Rochdale, the [Suffragette Movement](#) was born in Manchester and we're home to the UK's first free library and museum. Our rich heritage attracts visitors from all over the world, but Greater Manchester we're still exporting amazing art all over the world and attracting visitors to our diverse and dynamic cultural offer.

People know us for The Smiths, Joy Division and The Happy Mondays, but we're still producing world-leading music, from Elbow, Blossoms and The Lathums to Bugzy Malone, Victoria Jane and Aitch. Nearly 2 million people come to Greater Manchester to attend live music events every year, contributing more than £169m to the GM economy. On New Years Eve 2020, more than 4 million people from all over the world tuned in to watch our [United We Stream](#) Greater Manchester party.

A recent [Time Out survey crowned Manchester the third best city in the world](#), ahead of New York, Tokyo and Copenhagen with 71% of people surveyed citing creativity as a reason for our ranking. From Manchester International Festival and The Halle to The Met in Bury, The Turnpike in Leigh and The Lowry in Salford, our city-region is filled with world-class institutions and talent. We're also training the next generation of global talent in Greater Manchester, with the School of Digital Arts and The Factory signalling our intent to develop our global reputation as a creative city-region for a long time to come.

Foundational Economy

The foundational economy supplies everyday but essential goods and services, ensuring the effective functioning of Greater Manchester. It accounts for over 40% of jobs in the city-region, which is a higher proportion than in most other places in the UK so it has a big effect on employment practices, the quality of work available and income levels in Greater Manchester.

The true value of many of our foundational economy sectors and workers has never been more apparent than during the pandemic response, when our key workers and industries kept us going through the emergency response and beyond.

The Foundational Economy is connected to every other part of the economy.

- Education, childcare and social care not only support people directly using these services but also enable parents and carers to work.
- Retailers provide essential goods like food and clothing but also create thriving high streets and places people want to visit.
- The construction sector builds homes of workers as well as the labs and manufacturing spaces used by high tech companies, innovators and entrepreneurs.

The UK has long-standing issues with productivity, but policy and investment has not tended to focus on the foundational economy despite its size and importance. The way business support has been funded in the past excluded many Foundational Economy businesses. This means the support available is smaller and less well-tested. Sectors of the Foundational Economy with lots of micro-enterprises and self-employed people currently lack the networks to co-ordinate and drive innovation, including attracting public and private investment.

Greater Manchester is testing and developing new policies and programmes that will help Foundational Economy enterprises develop new solutions to the challenges in our economy, as well as contribute to achieving our ambitions to reduce inequality, increase productive investment and community wealth.

This includes a forthcoming "Challenge Fund" in 2022 that will fund small projects to develop innovative solutions that increase the resilience of the foundational economy, and where there are no existing programmes or solutions in place so innovation is needed.

GM is also working to align our policy and budgets, particularly skills provision, to develop the knowledge, resilience, and careers of those working throughout the Foundational Economy. This includes commissioning £3million of new skills provision that will support 2,600 workers in Health and Social Care, including upskilling for clinical and managerial staff, as well as a bridging programme for progressing from Level 3 to Level 5 apprenticeships.

Social enterprise: Big Life Group

[The Big Life group](#) started in Hulme, Manchester, 30 years ago. From a small community organisation with three staff and a £17,000 grant, it has now grown into a large social enterprise, and employs 560 staff, has a turnover of more than £20m, and operates across the north of England.

Big Life deliver health and wellbeing, children and families, and skills and employment services, offering case management support to over 46,000 people every year, and thousands more people drop in to its groups and centres.

Big Life is proud of its roots as a local, community organisation and as it has grown it has continued to ensure it is embedded in the communities in which it works, maximising its social value. One way it does this is by engaging smaller VCSE organisations in the delivery of large contracts. This year it will be passing £2.5m onto VCSE partners. It also makes sure it buys local wherever possible – with 53% of supplies and services procured from local organisations.

Big Life believes that providing employment in an inclusive and fair way is in itself a way to deliver its social mission. Of the 560 staff, 25% live within two miles of where they work, 30% are from black, Asian and minority ethnic communities, 47% have experience of mental health issues, 11% are disabled and 8% have experience of addictions. It has a small pay ratio between the highest and medium pay of 3:1, and a decreasing ethnicity and gender pay gap. It was recognised as the country's 4th best health and social care employer to work for in the Sunday Times Best Companies list in 2020. The survey results showed that:

- 90% staff believe that the organisation is run on strong values and principles.
- 88% staff feel proud to work for the organisation.
- 85% people believe that the experience they gain from their job is valuable.
- 91% staff believe that the organisation makes a positive contribution to the world we live in.

In addition Big Life has an extensive volunteer programme, engaging more than 250 volunteers every year, helping them gain experience, move into work and contribute to their community.

Living Well at Home

The GM Adult Social Care Transformation programme has contributed significantly to the reform and continuous improvement of adult social care both at a GM and locality level. The dispersed/peer led leadership managed through GM Association of Directors of Adult Social Services has been successful and supported significant change alongside the development of many GM Models of best practice. Working as a GM collaborative with a strong infrastructure, distributed leadership and best practice sharing has enabled us to do things differently (and do it once not ten times). The programme enables an intelligent connection across the system and with the partnership and will be a critical part of the architecture in the new integrated care system, to co-ordinate and drive forward the adult social care agenda. Moving forward the team is well placed to assist the 10 GM localities address the adult social care requirements of the recent White Paper around improving the quality and availability of data across the health and social care sector (additional provider requirements around self-funders etc.), the new assurance framework for social care and new discharge to assess requirements.

The overarching adult social care transformation programme objective is: To develop across Greater Manchester a transformed **model of independent living** to support people to **live well at home** with the best **quality of care** and support and placing **personalisation** at its heart and with a rewarded, recognised and **sustainable workforce**.

Streets for all

Greater Manchester's new **"Streets for All"** approach is a great example of joined up planning and delivery to provide streets which are "***welcoming, green and safe spaces for all people, enabling more travel by walking, cycling and public transport while creating thriving places that support local communities and businesses***".

Streets for All has the potential to support more successful high streets and local centres; safer and cleaner local neighbourhoods; and streets which are greener and more resilient to climate change.

By bringing a Streets for All approach together with good place-making and public service delivery, we can start to deliver 15-minute neighbourhoods across Greater Manchester, which improve access to services for everyone, without needing to use a car. This co-ordinated and holistic approach to developing our infrastructure, public service reform and service delivery has the potential to tackle the climate emergency, reduce inequalities and improve the economic success of our local centres.

Greater Manchester's Growth Locations

Growth Locations

Our [growth locations](#) represent opportunities for the whole city-region to bring forward development at a scale which can drive the transformational change we want to see across the conurbation.

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 GM that is responsive to the inequalities which persist in Greater Manchester, with zero carbon ambitions integral to their design and delivery.

The growth locations are the realisation of multiagency, cross policy design and delivery. Our approach not only delivers sustainable development of homes and workplaces, but also ensures that all our residents and communities are able to benefit

from the opportunities that growth and increased economic prosperity brings by ensuring that development is supported by sustainable transport routes and networks, creating places and high quality skills, employment support and job opportunities and connections to local services, settlements and communities.

Each of the growth locations create the opportunity to develop proposals that:

- Bring much needed jobs and homes to some of Greater Manchester's most deprived communities;
- Contribute towards aspirations for a more balanced GM economy'
- Work with our academic institutions to drive innovation and R&D activity;
- Create a clearer vision on activity and jobs that will come forward within GM and into which our residents including young people, communities experiencing racial inequalities, and older residents who are currently disadvantaged in the labour market can make a career;
- Create the platform for skills providers to provide focused provision to ensure we have the appropriate skilled workforce within GM;
- Create places and improve well-being;
- Provides an opportunity to make linkages to wider public sector reform; and
- Enables a wrap around business support to be provided to nurture our growing businesses, and support businesses to sign up to the good employment charter.

North East Growth Corridor

The North East Growth Corridor includes significant opportunities for new employment and housing growth in the north of Greater Manchester, supported by key sub-regional town centres in Bury, Oldham and Rochdale. The North East Growth Corridor is the single largest employment opportunity for the city-region, delivering c1,500,000sqm of new employment floorspace, thousands of quality jobs and thousands of new quality, low carbon homes linked to sustainable transport.

Of fundamental importance to this growth location is the Northern Gateway. As one of the largest opportunities for employment development in the country, this site alone has the potential to deliver transformational change with capacity for around 1,200,000 sq.m. of employment floorspace, including proposals to incorporate a significant element of advanced manufacturing and major investment in transport infrastructure. Translating the work of our universities into reality, the employment growth will focus on creating an 'Advanced Materials City', and across the Growth Area establishing a national leading Advanced Manufacturing and Materials 'mega' cluster for Greater Manchester, building on the existing manufacturing supply chains and skills base.

Innovation and significant inward investment will be realised through the Advanced Machinery and Productivity Institute, creating the new machines and engineering skills needed to manufacture the technologies of tomorrow.

Local residents are being connected to the newly created opportunities in higher skilled manufacturing employment through the provision of training and development opportunities, and higher education offer through our universities and higher education providers. The proposed creation of a Mayoral Enterprise Zone around Oldham Town Centre will ensure that the people of Oldham benefit from the value and growth created

through this approach. The Town Centre focus and the Mills Strategy being adopted by Oldham will also embed and deliver Greater Manchester's brownfield first policy as set out in Places for Everyone.

With sustainability and the ambition of zero carbon integral to the design of all the growth locations, it is proposed that the North East Growth Corridor will be connected to surrounding areas via sustainable public transport infrastructure, including proposals for tram-train developments connecting Bury, Rochdale, Oldham, Middleton and beyond, as well as a Bus Rapid Transit system.

The North East Growth Corridor is a key development for Greater Manchester, developing our connections with West Yorkshire and the collaboration work that is ongoing with Universities outside of the region on innovation and also with the West Yorkshire Combined Authority on skills.

The development of the site will also bring forward plans for investment in the key highway infrastructure which will support increased network capacity and ensure the scale of development can be delivered to raise the overall competitiveness of northern Greater Manchester.

Airport City and Southern Growth Corridor

In support of realising Greater Manchester's international potential, the development of the Airport and Southern Growth Corridor will facilitate international business and tourism growth. The delivery of highspeed rail, through HS2, at the Airport and into the city centre will create further economic benefits and growth realised from the increase in ease and connectivity for international business and visitors.

The development of the Airport and Southern Growth Corridor supports the continued redevelopment of Stockport town centre. Supported by the Town Centre West Mayoral Development Corporation high quality housing will be delivered, sustainable transport connectivity improved, and there will be a focus on town centre employment growth.

The overall plan will transform the retail and culture offer of Stockport town centre, building on its unique heritage and assets and providing accessible opportunities benefitting local communities. The development will be underpinned by the expansion of Metrolink into Stockport town centre and redevelopment of Stockport Train Station as a southern transport gateway to the wider Greater Manchester area.

The airport's operations (i.e. emissions generated by the airport itself, including the operation of ground support vehicles but excluding emissions from aircraft are already certified carbon neutral. We want to make sure that our policy on aviation matches our ambition to be a world leader on climate action, in line with our carbon neutral 2038 target and our carbon budget. In driving this Greater Manchester partners will work with Government and other stakeholders to help to influence UK aviation policy, including development of an appropriate budget for UK aviation emissions, and ensure that this supports levelling-up.

Employment opportunities will be created through the development planned at Airport City, which will attract Head Offices to Greater Manchester, creating jobs across a

range of sectors and at different levels. The development of these opportunities will be supported by the provision of a comprehensive skills offer, ensuring local people are able to access the opportunities created, through direct job creation, supply chain opportunities and wider distributed benefits.

Enhanced transport connections such as the new station at Cheadle will provide additional sustainable connections into the wider transport network from our local centres and reduce transport congestion.

Connecting opportunities across Greater Manchester's frontier sectors and foundational economy, the developments planned at Medipark, including the completion of the Metrolink loop from Medipark via Davenport Green to the Airport underpinning the opportunity to complimentary group and looking ahead to HS2, Roundthorn Industrial Estate and Wythenshawe Hospital will drive health-focused skills and employment creation in and around the Airport and Southern Growth Corridor. Linked to this are plans to redevelop Wythenshawe Town Centre, providing new jobs, homes and connections to employment, including at the Airport, in support of Levelling Up.

Eastern Growth Cluster

Providing the connection between need and opportunities in the east of the conurbation, the Eastern Growth Corridor will create a significant new employment engine in Tameside, by linking the key development opportunities of Ashton Moss and St. Petersfield in Ashton Town Centre.

The development will build upon Tameside's existing strengths in advanced materials and manufacturing of coatings, plastics and textiles. The Eastern growth corridor can take advantage of the borough's city region leading digital connectivity, which puts advanced broadband infrastructure within 200m of 50% of the borough's industrial premises and over 50% of its housing. The existing road, tram and rail transport assets in the area, offer excellent transport links, which are being expanded through the beelines network and the proposed Rochdale-Oldham-Ashton Quality Bus Transit scheme.

To ensure local centres are adapting, developing and reflective of their communities, the investment planned for the town centres of Ashton-under-Lyne and Hyde will transform the retail and culture offers. Residents will enjoy the benefits of modern and well utilised town centres, which are physical and digitally connected to sustainable employment opportunities being created at Ashton Moss, and the better connectivity between local centres and communities.

The development of over 2,000 new high-quality, low carbon homes around Godley Green Garden Village, offers an opportunity to drive the development and adoption of advanced methods of construction, digital design, eHealth and health tech. Through close collaboration and joint development with residents and the borough's FE institutions, and improved links to the city regions Universities, skills provision and investment will be developed and expanded to support residents of some of our more

deprived communities, such as Aston-under-Lyne, Droylsden and East Manchester, to access the employment opportunities being created.

The development of Tameside College's new Construction Skills Centre, on the same campus as their manufacturing focused, Advanced Skills Centre, and ongoing work to establish additional Further and Higher Education provision into St. Petersfield, demonstrate the first clear steps of this strategy being put into action.

Central Growth Cluster

The Central Growth Cluster will create over 90,000 new jobs. Employment creation will be generated through the regional centre with direct opportunities through the Oxford Road Corridor, Manchester Piccadilly and Salford's Innovation Triangle comprising Media City and The Quays (including future growth at Wharfside), Salford Crescent and Salford Royal Foundation Trust.

The alignment of skills provision, across a range of levels and institutions will ensure a pipeline supply of skilled Greater Manchester residents to meet the expanding jobs markets, notably in digital, creative, media and broadcasting, and professional services.

The development of this growth cluster will be underpinned by the expansion and development of the public transport infrastructure, (delivery of HS2, NPR, Quality Bus Corridor and Metrolink extensions), which will connect people in all parts of the conurbation to the regional centre, enabling more parts of Greater Manchester to benefit from economic prosperity generated at the core.

The introduction of HS2 and NPR services, could make Manchester Piccadilly one of the best connected and productive locations in the North of England. The area has the potential to deliver 40,000 new and sustainable jobs, 13,000 new homes and close to a million square metres of commercial development.

The new skills being created in health innovation and R&D are being supported by our world class universities and plans for the redevelopment at North Manchester Hospital. Planning is underway to replace the current hospital buildings with a new hospital, which is proving to be an important catalyst for change, but the approach being taken by partners goes far beyond this narrow ambition. The new health and wellbeing campus is based on a fundamental rethink of the role of the hospital within the context of all the health and care services provided for residents.

New homes being created under the Central Growth Cluster will provide 58,000 new units on brownfield land. The housing created in the central area (around Victoria North, North Campus, the Eastern Gateway and Salford Crescent), maximise the proximity of the planned developments to the public transport networks. The Central Growth Cluster also spreads into the northern tip of Trafford offering further significant housing growth potential.

The Victoria North programme is the single largest residential development and regeneration programme in GM. Some 15,000 low carbon new homes will be delivered over the next 15 years through the repurposing and densification of under-utilised and

brownfield land in a well-connected and sustainable location, at the core of the conurbation. Building on the growth of the city centre, and taken together with the plans for Manchester's Eastern Gateway, and major planned investment into the North Manchester General Hospital campus, Victoria North presents a major opportunity to rebalance and level up the northern neighbourhoods of the Regional Centre, facilitating sustained residential and population growth whilst knitting together a series of strategic national and local objectives concerning affordable housing, net zero, place creation, inclusive growth, health and education.

Our unique leisure and culture offer in Greater Manchester will be expanded upon and made more accessible through the Central Growth Cluster. Opportunities in the cultural and creative industries will be further grown, building on the existing major cluster in the regional centre, and new facilities such as The Factory. Major sporting, leisure and recreational infrastructure around the Eastern Gateway area will help drive Greater Manchester's tourism offer, supported by enhanced connectivity through HS2 at Piccadilly.

Western Gateway

The Western Gateway is a key development for Greater Manchester, developing our connections with the Port of Liverpool, and the rest of the world. The Port of Liverpool now has Freeport Status, and can accommodate the largest container vessels. Greater Manchester's further development of our trade connections with the Port of Liverpool are therefore paramount. The Western Gateway also provides for the economic growth of the Central Growth Cluster core economic area through the development of a tri-modal freight hub at Port Salford.

Port Salford's further development will provide sustainable freight transport operations which will include rail and road links, on-site canal berths, rail spur and container terminal.

The Western Gateway has the potential to create 25,000 new jobs, capitalising on the unrivalled port connectivity and planned employment space at Carrington, Port Salford, Partington and Trafford Park, alongside the regional leisure, retail and hospitality destination at Trafford City. Logistics and distribution sector employment will be created, with opportunities accessible to local communities with existing skills in this sector and further opportunities for development. Employment growth will also be created in the low carbon energy sector, linked to the development of a low carbon energy innovation park at Trafford Park.

Significant brownfield sites will also be utilised for the creation of c.21,000 new high quality homes, bringing forward new sustainable integrated urban neighbourhoods. These new settlements will provide enhanced connectivity to ensure residents have access to key employment opportunities including major improvements in highway access, such as the Carrington Relief Road, and upgrades to the Carrington Spur and Junction 8 of the M60 alongside sustainable transport links.

Wigan & Bolton Growth Corridor

The development of the Wigan & Bolton Growth Corridor will provide radial transport infrastructure across Wigan and Bolton. The development of a quality bus corridor, motorway link road and enhanced rail, will connect residents to employment and skills opportunities within the Boroughs and across Greater Manchester.

In line with residents needs and aspirations, c.12,000 new quality homes will be created. These will include family homes, and will be delivered across the distinctive communities with access to green space.

Building on the corridor's existing strengths and strategic transport links, employment growth will be driven by logistics, manufacturing (notably food) and distribution. Health Innovation opportunities will be realised through the delivery of the GM Health Innovation Campus linked to the Royal Bolton Hospital.

The Wigan & Bolton Growth Corridor will provide for the development and resetting of the images of both Boroughs as places to live, work and invest. The development will be delivered drawing on distinctive cultural assets and improved sustainable transport choices. As with all the growth locations the Corridor will be delivered to provide opportunities to drive the benefits of economic growth into more of our communities.

Modal shift: the Regional Centre

Since 2009 there has been a successful reduction in the number of cars entering the city centre in the morning peak, falling from over 27,000 in 2009 to under 23,000 a decade later. In parallel, there has been an increasing number of people accessing the city centre on foot, by cycle, Metrolink and rail, and a significant increase in the number of residents. Access to the city centre by bus has been largely consistent across this period. Further work to develop and integrate the public transport network, planned alongside ongoing development across the regional centre, including Albert Square, New Bailey Street and Salford City Bee Network Package, and complemented by further new and enhanced cycling routes are proposed. Together, these will support the aim for 90% of morning peak trips into the city centre to be made on foot, by cycle or public transport before 2040. This means fewer cars in the city centre so we can have cleaner air, support our carbon reduction targets and re-balance street space to help sustain a healthy and thriving economy accessible to all.

GM taking action to improve air quality on local roads – now and for future generations.

Air pollution is linked to a range of very serious health conditions and contributes to early deaths. Nitrogen dioxide is a major air pollutant in towns and cities and is the main type of air pollution being tackled by the [Greater Manchester Clean Air Plan](#): a joint approach developed by the ten local authorities working closely with Transport for Greater Manchester.

This co-ordinated approach, informed by public and business engagement and consultation, will help bring nitrogen dioxide levels on local roads within legal limits

by 2024. It includes a Greater Manchester-wide Clean Air Zone, which is anticipated to launch on 30 May 2022 and is supplemented by more than £120m in government funding to support eligible Greater Manchester businesses, people and organisations to move to cleaner vehicles before the Zone is introduced.

A Bed Every Night

[A Bed Every Night](#) supports people who are sleeping rough or at risk of doing so. It is a cross-sector, pan-GM service that comes with a clear philosophy that everyone should have somewhere safe to stay. A Bed Every Night has supported more than 3,000 people and pioneered improved access to health and housing. It has contributed to a reduction in rough sleeping of 67% over four years.

A Bed Every Night focuses especially on those who face exclusion from existing services. This includes people who are not eligible for statutory accommodation and those who have No Recourse to Public Funds. It helps prevent rough sleeping for people who are at a point of transition, such as leaving hospital or custody. A Bed Every Night is only possible because of the investment from across the city-region, and the commitment of GM organisations in the public, private and voluntary sectors.

GM's movement for movement

In Greater Manchester we take a whole system approach to physical activity. GM Moving is our collective movement for movement, as we pull together as people and partners, designing moving into everyday life, travel, work and play in Greater Manchester, to enable Active Lives for all.

Both the statistics and stories show that this approach is working. Prior to the Covid-19 pandemic we were successfully reducing inactivity in Greater Manchester at two and a half times the national rate. The many GM Moving stories highlight the ways in which moving helps people to feel better physically and mentally, supports social and economic inclusion and is helping us collectively to address the climate crisis.

This includes working together to support Active Ageing. GreaterSport, The Greater Manchester Ageing Hub, The Centre for Ageing Better, Local Age-friendly leads across Greater Manchester, Greater Manchester Older people's network, the Healthy Ageing Research group at the University of Manchester, Transport for Greater Manchester, The Greater Manchester Health and Social Care Partnership and other partners have been working together on a number of whole system initiatives to support active ageing, to include:

- The [Greater Manchester Active Ageing](#) programme successfully helped to embed moving into the lives of over 55s.
- At the start of the programme 71.1% of participants were inactive, moving for less than 30 minutes a week. After six months this reduced to 14.5%
- The ['Keeping well at home' booklet](#) was developed during the Covid-19 pandemic, to include tips and advice on ways to move more and move well at home.

- The Greater Manchester ['Active Travel for Over 50s'](#) Steering group undertook an evidence review and established recommendations to help widen access and participation in active travel.
- [The GM Walking website](#) provides lots of information to support everyday walking including age friendly opportunities. For example the ['Walk and Talk'](#) project supports access to green spaces across Salford. Walk and Talk was developed by Age Friendly Salford in response to people feeling unsure about what to expect when visiting Salford's public green spaces. Short videos have been created in that illustrate the space for social distancing, provide directions and information on the availability of facilities.

Gordon's story

Gordon was one of 14,566 people engaged in the programme.

Gordon had been married to his wife for 55 years and after having to make the difficult decision to move her to a care home, increased his walking and completed a half marathon all at the age of 83. Through attending Link4Life's walking sessions, the social aspect helped take his mind off the struggles of dealing with his wife's dementia, releasing endorphins and reducing stress. A former soldier, Gordon has inspired many others at Veterans in the Community and the Walking Group to do more exercise. After his wife passed away and since taking part in the programme Gordon is now doing more to support veterans, recently setting himself a huge 1,000-mile walking challenge to raise money for Veterans In Communities.

[\[Evaluation findings and Barbara and Gordon's stories are available here.\]](#)

Working Well

[Working Well](#) is a family of services that embody Greater Manchester's employment and health offer and are designed to support people experiencing or at risk of long-term unemployment. 'Working Well' refers to relationship of both employment and health and is grounded in the principles laid out in the Work, Health and Disability policy paper 'Improving Lives'.

Since its inception in 2014, Working Well programmes have achieved employment outcomes for over 6,500 Greater Manchester residents (November 2020).

Working Well Early Help programme

The Working Well Early Help programme aims to design and test an early intervention support system geared to support and advise individuals (with employment with health conditions or disabilities) who are at risk of falling out of work, or are newly unemployed due to their health complications and/or disabilities.

The programme went live in March 2019 and is delivered by MAXIMUS (UK) across all 10 localities. Early Help is a unique service that does not have a national competitor. This is because it combines:

- A health-led model focused on addressing health conditions and wider social determinants of health to enable individuals to move back into work.
- The focus on early intervention to facilitate a quicker return to work and reduce the risk of long-term unemployment. The Flexible Test and Learn approach

allowed the programme to respond to the newly unemployed who have been impacted by Covid-19 and poor health.

- Rapid access to services (CBT and physiotherapy) for which there are long waiting times on the NHS.
- Support for both SME employers and employees including advice and confidence building for programme participants to negotiate a return to work. The flexibility within the programme allowed for support to businesses impacted by Covid-19, such as care and the night time economy, to be given.
- A direct pathway for participating GP practices to refer in patients who are in receipt of a Fit Note to support a return to work.

Joanne's story

After enduring a violent domestic relationship spanning 23 years, Joanne finally fled when the situation escalated to the point where her life was in danger.

She had suffered financial, emotional and physical control and abuse, and had been denied contact with her family for years. Abandoning her home, job and life in Derby, Joanne relocated to Bury, where her family lived.

She was referred to the Working Well Early Help service by her Jobcentre Plus Work Coach, requiring support with mental health issues, debt management, housing, employment and general health and wellbeing, including weight management. Joanne received regular telephone contact from her Vocational Rehabilitation Consultant, and with all the support she has received from the Working Well Early Help team, Joanne has advised that she has seen a significant improvement in her mental health and now has a positive outlook.

She has started to regain independence, and has obtained a new home, re-established strong relations with her immediate family and reconnected with old friend, attributing these improvements to the support she received from the Working Well Early Help service.

Joanne has also secured full-time employment as a Quality and Control Compliance Manager, which has given her financial independence. In addition, she now volunteers at her local community centre, sharing her experiences of domestic violence.

“My ultimate goal was to move on from the relationship I was in, make a new home, reconnect with my family and friends, resume my career and support others who are or have been in my position - to let them know that things can get better. The support and comfort I received from the Working Well Early Help service has been wonderful and astounding at the same time. I didn't know help like this was available, or even existed. If I had, I would have left the relationship sooner”.

Young Person's Guarantee

[The Young Person's Guarantee](#) (YPG) was a 'moment in time' snapshot of young people's concerns carried out in the context of the pandemic and with a view to concerns for social, educational and economic recovery. GM young people

expressed their concerns and priorities around four key themes: Keeping Connected; Staying Well; Making Effective Transitions; Reducing Economic Inequalities. The 'guarantee' is that the GM system will listen to and act on the priorities expressed by young people themselves and we will develop a system-wide model to coordinate responses to the priorities of GM young people aged 11-30. Children and Young People's voices are to be at the heart of the ongoing delivery. Young people's opportunities to be at the heart of delivery, planning and design is being maximised and a new youth voice engagement plan is underway. This plan will see young people not only expressing their views but also youth voice groups will be utilised to area opportunities on a peer-to-peer basis, creating a two-way partnership between young people and opportunities offered by the system as a whole.

Joel: HR Apprentice at Bury Council.

After a year studying computing, Joel realised that University was not the right path for him. Following a rethink, Joel chose an apprenticeship to improve his skills and earn while he was learning. His HR apprenticeship with Bury Council is a challenging and enjoyable role. As an apprentice in a big department with about 50 or so people, Joel was nervous about meeting everyone, "But it wasn't too bad as I'd had part-time work there before," he explains. He's enjoyed going to meetings and events as part of Backing Young Bury and also likes helping out in his role as apprenticeship ambassador. Joel prefers the work environment to school, "I think it's much more relaxed." His next goal is to finish his apprenticeship, complete his college work and see how he can further his career.

Ways of working - leadership

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.

Ways of working – environment

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.

Ways of working – equalities

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

Ways of working – involving stakeholders

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.

Ways of working – effective communication

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.

Ways of working – progressive procurement and social value

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

Ways of working – employing robust quantitative and qualitative evidence-based approaches

Collectively we will commit to the 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 will use data and insight to better understand and act on systemic and structural intersecting and interacting inequalities and to understand the common drivers of these inequalities and the lever that might prove effective in responding to them.

The progress measures and targets aligned to the collective actions in this Strategy encompass a range of data sources, metrics and insight evidence, and include a focus on understanding the effectiveness and added value of our ways of working. Additionally, monitoring of place and demographic inequalities is prioritised through the use of neighbourhood floor targets and monitoring of variance by population group; this will enable the development of collective and targeted responses to reduce identified inequalities across Greater Manchester places and communities. (See also performance framework annex)

Ways of working – workforce

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 probability and employee well-being thereby attracting and retaining talent.

Ways of working – innovation

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. Consulting and engaging with citizens to increase understanding and build public trust.

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.

Ways of working – always working with the future in mind

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.

Ways of working – understanding the impact of our decisions

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.

Embedding the GM Model of unified services

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 VCSE sector

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 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 issues 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.

GM's Digital Blueprint

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.