

Annex C. International Strategy Initial Delivery Plan, Strategic Objective Delivery Ownership and Performance Framework

1. Strategic Projects, Programs, and Initiatives

Project	Description/Objectives	Lead
International Trade		
GM Export Intelligence Research	<p>Research project to better understand GM's export performance, reasons for under performance and impact of FTA's.</p> <p>GMCC and UoM are planning an in-depth look in to GCC-GM trade flows.</p>	GMCA; GM Chamber; GC; UoM
GM Export Plan 2022 Action Plan	Developed and signed of by the GM Trade Group, the trade action plan will outline GM's key export activity and campaigns for 2022/2023.	DIT LEP Export Manager
Global Scale Up Program	Focused on accelerating the international growth of GM based scale ups whilst expanding GM's global network of partners. For 2022/2023 GSU aims to create 55 jobs, deliver 45 business assists and expand its domestic and overseas partner network to create private & public international business support model and support GM's city-region diplomacy priorities.	GC-BGH
Trade Facilitation Services	GM Chamber will continue to develop their customs declarations, export documentation, consultancy and training services to facilitate exports and imports.	GM Chamber
Inward Investment		
Core Inward Investment Promotion Activity	Core delivery of Inward Investment programmes to attract new and safeguard existing jobs in GM, with a focus on Green, R&D/Innovation, High-Value and Inclusive growth, through a defined programme of international market and firm-level business development activity, as well as account management of major corporates in GM, with an emphasis on FDI. This includes work connecting cities and clusters, where this builds opportunity and profile for GM.	GC – MIDAS; MCF; MIP
Innovate Manchester	Continuation of the innovation programme delivered jointly with the BGH to identify and facilitate the creation of new IP through collaboration between GM's large strategic firms (including FDI) and SMEs.	GC – MIDAS; GC-BGH
Investable Proposition Development	MIDAS will continue to work with the GMCA and Local Authorities to develop new investable propositions around key priority areas relating to the LIS, GMS, and PfE (including Growth Locations) e.g. HPOs in Lightweighting Materials (Northern Gateway) and Diagnostics in Healthy Ageing, working to build these in to international channels with DIT and beyond.	GC-MIDAS; GMCA
Research and Innovation		
InnovationGM	Development of an international work program focused on developing an inward investment plan with collateral and program of activities, a program of trade missions, meetings/seminars to learn from places with innovation-	GMCA; GC – MIDAS; DIT

	intensive economies and sharing GM learning of what works to improve our global reputation.	
The Visitor Economy		
GM 5-year Tourism Strategy	In 2022 Marketing Manchester will publish a new tourism strategy for the city-region focused helping recover the industry from the effects of the pandemic.	GC-MM; IMAB; GMCA
DMO Review Implementation	GM will continue to influence the delivery of the National Tourism Recovery Strategy and the implementation of the de Bois strategic review of DMOs	GC – MM; IMAB; GMCA
City Strategic Partnerships	Reinstate existing, and develop new, city to city strategic partnerships, aligned to GM & VisitBritain priorities including New York City partnership, Barcelona and Ireland.	GC-MM; MAG; VB; GMCA; Airlines
Marketing and Communications promotion of Visitor Economy	Deliver Visitor Economy marketing and communications plans (incl Tourism, Hospitality & Leisure, sport & culture)	GC – MM, VB, MAG, DMOs, TIER, & partners
Visitor Economy Research Programme	Produce programme of research and insights to inform the GM Visitor Economy Sector	GC – MM
Business Conference & Major Sporting Events Promotion and Attraction	Deliver promotion and attraction of Greater Manchester as a place to host business visits and sporting events	GC – MM, VB, GM Convention partners
International Students		
Manchester China Friendship Program	MCF will pilot a new initiative with MCI and the UoM to create a programme of events aimed at increasing integration of international students into Manchester University life.	MCF; Manchester China Institute (MCI); UoM
Global Perception and Reputation		
Greater Manchester Benchmarking Work	Last year MM undertook a piece of work to identify key benchmarks where GM can look to improve its international reputation on specific indices including the Global Resonance World Cities Index. An action plan has been developed which is now being implemented. Benchmarking Plans being implemented with the support of a cohort of students.	GC - MM
Promotion of GM Economic Vision themes and LIS Priority Sectors	Develop and deliver comms plan to promote GM Economic Vision themes (innovation, digital and green) and LIS priority sectors via content curation & comms	GC-MM, GMCA, LEP, Unis & Partners
Connectivity		
Re-instating Long-Haul connectivity	MIDAS, MCF and MIP will prioritise working with MAG to re-instate direct route connectivity to US, China and India recognising the clear direct and indirect value of these routes hold for GM and the wider North.	GC-MIDAS; GC – MIP; GC-MCF; MAG
Travel Trade	Work with the travel trade in priority markets to grow back passenger numbers and increase the number of international passengers arriving at Manchester Airport.	GC – MM VB, MAG
City-region Diplomacy		
Market Strategies	<ul style="list-style-type: none"> • Refresh GM India Strategy • Refresh GM China Strategy 	<ul style="list-style-type: none"> • MIP • MCF

	<ul style="list-style-type: none"> • Continue the coordination of the GM-Japan Steering Group and developing a 2022 GM-Japan Delivery Plan • Establish and coordinate the GM-Pakistan Steering Group • Continue the coordination of the GM-Bangladesh Partnership Board 	<ul style="list-style-type: none"> • Honorary Consul of JP • GMCA
Osaka City Partnership	Develop a GM-Osaka IURC Delivery Plan. Delivery three webinars – energy/buildings/heat/waste Organise Officers visit to Osaka and host delegation from Osaka in late autumn	GMCA; GM-Japan Steering Group
Ruhr Metropole Strategic Partnership	Host return visit from the Ruhr Deliver the MoU	GMCA
Austin, Texas	Explore opportunities to develop and sign a Mayoral city-to-city MoU with Austin	GC – MIDAS GMCA
Embassy and Consulate Engagement	GM is now home to 15 consulate generals. We will continue to engage actively with foreign diplomatic teams based locally and build on our relationships with key embassies and high commissions in London to support the delivery of our priorities.	GMCA
Manchester Network for Creative and Cultural Collaboration with China (MANCCC)	Network aims to harness cultural soft power to support Greater Manchester reputation and relationships in China. By aligning cultural, civic and business interests and focussing on creative, digital and tech industries the partnership will provide social and economic opportunities for business and residents.	MCC; GC – MCF
Wuhan Sister City Link	Manchester Leaders signed a 2-year action in mid-2021 committing to continued collaboration to serve economic and social development between the two cities. The action plan has a particular focus on government exchange, T&I, Life Sciences/Health, Climate Change, Advanced Manufacturing, Education, Science and Tech, Culture and Tourism and Sports.	MCC
MCC International Delivery Plan	International delivery and policy exchange delivery plan being developed for 2022 to 2025 – aligned with “Our Manchester”.	MCC
GM-Sylhet MoU	Continue delivering the MoU signed in 2019, with particular on the following projects: <ul style="list-style-type: none"> • Sylhet First Waste Management Strategy – delivery of feasibility study with support from the FCDO and the World Investment Bank. • Non-Residential Day – develop first GM-Sylhet NRD. • Health and Social Care Educational Programme. • Explore opportunities to develop economic links via GMCC and DIT. 	GMCA
GM-Pakistan	Develop a GM-PK Strategy covering three themes: <ul style="list-style-type: none"> • Educational Links • Trading and Investment • Culture, Sports and Communities 	GMCA
Wider International City Partners	Continue GM engagement with other international partner cities – such as Barcelona, Paris, Grand Lyon, Oslo, NYC and Ulsan; and explore new city/regional partnerships that	GMCA

	further our international ambitions – e.g. Ireland, Israel, Cologne, etc	
COP26 Follow up	Follow up on COP26 Mayors Panel Event in Glasgow. Explore opportunities for GM joining C40	GMCA
China Shared Futures Series	MCF will continue to deliver the “Shared Future” interview podcast series aimed at improving people-to-people links between GM and China.	GC - MCF
Networks		
Eurocities	MCC are an active member of Eurocities. MCC’s engagement in 2022 will focus on policy exchange in areas such as Inequality, Housing and Climate Change, focused on sharing their approaches and learning from others to enhance and support policy making locally.	MCC
Mayors for Peace and NfLA	Mayors for Peace was established in 1982 by the Mayor of Hiroshima during the UN Conference on Disarmament that year in New York. Manchester joined in 1984 and forged close links with Hiroshima and Nagasaki. It became Vice President in 2001, Lead City in 2013 and set up UK and Ireland Chapter in 2015. Manchester is also Vice Chair of the Newly established European Chapter and works closely with the other nine European lead cities. This work will continue over the strategy period and aims to join up more closely with wider international priorities.	MCC
World Innovative Cities Network (Shenzhen)	This initiative, led by Shenzhen Government connects innovative cities to create a cooperative global network. MCF have been tasked with navigating Greater Manchester’s involvement and to join up with key initiatives across the city-region.	GC - MCF

2. Greater Manchester International Strategy – Priority Delivery

The below table outlines the organisations responsible for delivering each strategic objective in the Greater Manchester International Strategy.

Strategic Objective		Programmes of activity or lead organisation that plays a significant/important role in attainment of strategic objective.
Trade		
1.1	Work with national government on the delivery of the new national export strategy and regional export strategy, coordinating efforts to identify sector and market opportunities for the city-region in tandem with the Northern Powerhouse.	GM Trade Group GC GMCA
1.2	Continue to support our exporters to understand the opportunities and challenges emerging from EU Exit and COVID, ensuring where possible that we maintain export market value share within our top markets such as the EU, the United States, India and China.	DIT

1.3	Continue to monitor the development of UK Free Trade Agreements and consider what they mean for our business base and our export market diversification. We will continue to work with DIT to promote them and encourage our businesses to explore a wider variety of international markets.	GM Trade Group DIT GM Chamber
1.4	Coordinate efforts across Greater Manchester stakeholders to improve our international trade intelligence to enable more effective target setting in the future, improve our monitoring mechanisms as well as design and implement more targeted support.	GM Trade Intelligence Project (GMCA)
1.5	Continue working to create a fully integrated business export offer through strong joint working with the Department for International Trade, Greater Manchester Chamber of Commerce, and the business organisations in delivery planning, sharing of sector/market expertise and maximising 'Northern' export presence at key missions ensuring exporters have the tools and resources to expand into new markets.	GM Trade Group Global Scale up Program GM Chamber DIT
1.6	Work in partnership with the FCDO and DIT to develop and enhance existing relationships with the UK's priority markets including the US, Japan and EU, leveraging the region's existing relationships and city-to-city links and political leadership to support Exporters to access new opportunities overseas.	City-region Diplomacy Plan (Export Pilot) GM Export Plan and Export Pilot
1.7	Work in partnership with DIT and the UK Embassy network overseas to deliver Mayoral missions to Ireland and Europe, Bangladesh, Pakistan, Japan, India and the US over the next three years, ensuring that Trade sits as a central priority and our businesses are presented with new opportunities.	GMCA Mayoral Missions Program
Investment (FDI & FCI)		
2.1	Target FDI in GM's frontier sectors, focused on attracting greener, transformational projects which support our inclusive agenda, targeting markets and working with places which we have identified as global growth centres of innovation.	GC - MIDAS
2.2	Work across Greater Manchester to re-instil confidence in the investor community, re-building Greater Manchester's reputation as a top destination to live, work and invest with investment opportunities for businesses across a range of sectors including Creative & Media, Digital & Tech, Advanced Manufacturing, Clean Growth and Health Innovation.	GC - MIDAS
2.3	Continue to monitor short term trends and implications for FDI emerging from COVID-19 and the UK's departure from the EU, identifying any challenges and future opportunities, and ensuring the city-region's FDI strategy is steered accordingly.	GC - MIDAS
2.4	Coordinate efforts across our business support organisations to maintain and grow our existing investor base, offering support where possible to add complexity	GC - MIDAS GC - BGH

	to existing operations, further embedding companies in Greater Manchester's ecosystem.	
2.5	Work with national government on the development and delivery of the new national investment strategy, supporting the levelling up agenda and ensuring a fairer distribution of foreign investment across UK regions.	MIDAS GMCA
2.6	Support Greater Manchester's 2038 carbon neutrality target, by working closely with our foreign-owned companies to support them on their transition to Net Zero, ensuring we mitigate divestment threats and secure high-value green reinvestment.	GC - MIDAS GMCA - GM Environment Team GMCA - GM Investment Team GC - BGH
2.7	Translate the city-region's strategic vision into strong sector propositions and defined market opportunities for international investors and businesses through the development of new propositions around emerging sectors such as Clean Tech, Digital and Cyber, including working with government on the delivery and roll out of additional High Potential Opportunities and strong local focus on developing the skills and talent needed in these sectors/sub-sectors.	GC - MIDAS GC - MM GMCA - GM Economy Team GMCA - GM Investment Team
2.8	Continue to emphasise the strategic importance of UK government working in partnership with Greater Manchester on transformational strategic projects such as Gateway North, giving the GMCA and our IPA a voice at the national table.	GC - MIDAS GMCA
2.9	Continue to lobby national government, DIT and the Office for Investment to develop greater incentivisation and co-investment subsidy models for English regions, ensuring the UK continues to remain successful in attracting FDI and delivering on Global Britain.	GC - MIDAS GMCA - Core Investment Team GMCA - Strategy Team
Research and Innovation		
3.1	Work with government to use Greater Manchester's assets to put the UK at the forefront of global innovation, supporting Global Britain by leveraging our key sectors such as health innovation, digital, clean technologies, and advanced manufacturing/materials.	InnovationGM (UoM, GC - MIDAS) GMCA - Economy Team
3.2	Drive investment into the Innovation Greater Manchester platform in order to crowd in private sector investment and accelerate the development of new assets and ventures of global significance that will pioneer solutions to net zero and health inequalities.	GC - MIDAS GMCA - Core Investment Team GMCA - Economy Team
3.3	Work in partnership with government to continue attracting large transformational projects in our key sectors which will help transform industries and their supply chains, catalysing the development of world-leading cyber and low carbon technology clusters.	MIDAS GMCA - Core Investment Team GMCA - Economy Team

3.4	Through Innovation Greater Manchester forge new relationships overseas with global innovation leaders including cities such as Boston, Austin and Tel Aviv, as identified in Innovation Greater Manchester We will also work with national government and independently to build on our relationships with countries such as the US, Canada Ireland, South Korea and Japan, given their world leading innovation capabilities, commercialisation and trade opportunities for our business base.	InnovationGM City-region Diplomacy Plan GC - MIDAS
3.5	Develop city-to-city relationships and cluster partnerships with leading innovation clusters that promote collaboration between institutions, innovation hubs and businesses and connect international scale up programmes to support cross border R&D.	GC - Innovate Edge
3.6	Given Greater Manchester's active participation in Horizon Europe and the significant benefits that the EU programmes have brought into Greater Manchester, continue lobbying for full participation in Horizon Europe and highlight any funding gaps left by the UK's decision to opt out of future EU programs, particularly our ability to fund international innovation pilots within our local authorities from programmes such as Interreg or the Urban Innovative Action.	GMCA International
The Visitor Economy		
4.1	Support and sustain the visitor economy sector as we live with COVID-19 and then support the rebuilding and recovery, working with the Greater Manchester Tourism Industry Economic Recovery Group and with the private sector Local Authorities, as well as other promotional partners including other destination marketing organisations and VisitBritain to re-instil confidence in consumers to travel locally, nationally and internationally.	GC - MM
4.2	Continue to lobby government about the important role Destination Marketing Organisations like Marketing Manchester play in supporting and delivering the national Tourism Recovery Plan, and increase their influence in national decision-making.	GC - MM
4.3	Work with the travel trade in-market to grow back passenger numbers and increase the number of international passengers arriving at Manchester Airport.	GC - MM
4.4	Retain and increase Greater Manchester's International visitor market share as the alternative gateway to the UK.	GC - MM
4.5	Support and sustain the business and conference sector as we live with COVID-19 and as we shift to rebuilding and recovery, and identify and attract major new sporting and cultural events to be held in the city-region as well as domestic and international business conferences and events that align with and reinforce Greater Manchester's priority sectors.	GC - MM

4.6	Promote Greater Manchester's cultural, sporting and hospitality assets to gain further recognition as a vibrant global city-region.	GC - MM
4.7	Build on the successes of Greater Manchester's devolved delivery contract with Visit Britain to secure a new sustainable structure focused on greater devolution and anchored around a new 5-year tourism strategy.	GM 5 Year Tourism Strategy (GC - MM)
4.8	Work with the Department for Digital, Culture, Media and Sport (DMCS) to establish a network of destination marketing organisations that improves the UK's competitiveness and productivity in the visitor economy sector and for Global Britain.	GC - MM
International Students		
5.1	Coordinate efforts across Greater Manchester to promote the region as a welcoming and vibrant place to study.	GC - MM (Find your space)
5.2	Stride ahead of our competitor cities to enhance Greater Manchester's student offer, ensuring we remain competitive globally as a great place to study, using our extensive international relations and networks to drive new and innovative activity.	
5.3	Explore what opportunities the new Graduate Immigration Route presents for supporting the diversification of Greater Manchester's international student population and for increasing the number of international students who chose to stay and work in Greater Manchester after graduation.	
5.4	Consider how Greater Manchester can better engage with the city-region's universities to engage with the international Alumni network, recognising that international students are life-long ambassadors for the city-region.	
Global Perception and Reputation		
6.1	In response to the emerging challenges of COVID-19, continue promoting Greater Manchester as a welcoming, diverse and vibrant city-region and a great place to visit, invest, meet, study and live.	GC - MM
6.2	Recognise the critical importance our place assets have in building a globally competitive region, coordinating efforts across Greater Manchester to lobby government and secure additional investment in our offering recognising the importance that culture and life enriching qualities bring to our residents.	GC - MM Culture Leaders group GMCA Culture Team
6.3	Tell Greater Manchester's story to the world, initiating focused and sustained communication of Greater Manchester's ambitions, unique selling points and frontier sectors through our Green, Digital and Innovation campaigns.	GC -MM
6.4	Strengthen Greater Manchester's global position and perceptions by implementing the Business of Cities research recommendations and Benchmarking work, ensuring we continue to track our progress against our	GC -MM

	defined indices, driving resource and investment in to improving our international perception.	
6.5	Develop a new public and private model for promoting Greater Manchester and delivering international activity.	GC - MM (Manchester Partnership)
Connectivity		
7.1	Continue to lobby government on the support needed to ensure a full and speedy recovery of the UK aviation sector and regional airports – emphasising the important role that airports and long-haul connectivity play in supporting the re-balancing and levelling up of the UK.	GMCA GC – MM, MIDAS
7.2	Ensure that Manchester Airport is well positioned against peer airports by developing a coordinated and clear proposition for Greater Manchester and the North including its surrounding business, leisure and student travel. This would mean the city-region’s route proposition remains competitive and that the Airport is able to win back and secure routes with markets such as the US, China, India and Japan.	GMCA GC- MM, MIDAS
7.3	Work with government to accelerate investment commitments to HS2 and Northern Powerhouse Rail (NPR), improving Greater Manchester’s ground connectivity to the broader Northern Powerhouse region. Better connectivity enables Manchester Airport to increase its public transport catchment and improves the viability of new services to priority markets, makes use of existing capacity, maximises the city-region’s global competitiveness and ensures the benefits of the airport flow to all parts of the North.	GMCA Strategy Team TfGM TfN MAG
City-region Diplomacy		
8.1	Delivering and broadening existing city-region collaboration agreements identifying opportunities that promote further trade, investment and research collaboration between businesses and institutions.	City-region Diplomacy Plan - GMCA International
8.2	Develop a City-region Diplomacy Plan which identifies a small and strategic number of city relations and cluster partnerships that align with Greater Manchester’s sector opportunities, policy interest and priority markets.	GMCA International
8.3	Delivery of the 2022-23 Mayoral Mission Plan in partnerships with key Greater Manchester stakeholders and government to support the delivery of our international ambitions and raise our profile overseas.	Mayoral Mission Plan
8.4	Explore opportunities emerging from the 10 districts that may benefit from city-to-city international partnerships and missions, for example, investment, trade and diaspora links.	GMCA International
8.5	Promote Greater Manchester as an active and strong voice in global issue on the international stage, map our international networks and identify opportunities for joint international working across the city-region.	GMCA International GMCA Policy Teams The Growth Company

		(inc. MM, MIDAS and others)
8.6	Strengthen our relationships and engagement with British and foreign diplomatic missions.	GMCA International

3. Performance Framework – Indices and Measures

Priority	Target	Monitor Indices (National)	Monitor Indices (GM Monitored)
Trade	<ul style="list-style-type: none"> • Our long-term ambition is to grow our goods and service exports at least in-line with the UK's average. • Increase both the value of its goods and services exports at least as fast as the UK as a whole • Increase the average value per export of our existing exporter base • Increase the number of exporters across the city-region • Diversify our exporting markets by increasing exports to markets outside of our top 10 	Services (ONS) & Goods (HMRC) <ul style="list-style-type: none"> • Total value of goods and service exports • Top export markets • Total number of exporters • Average value per exporter • Value of exports across the districts (NUTS3) • GM's Trade Deficit 	DIT <i>Number of export wins recorded by DIT for Greater Manchester</i> GM Chamber <ul style="list-style-type: none"> • <i>Number of processed Export Documents annually</i>
Investment (FDI)	<ul style="list-style-type: none"> • Our long-term ambition to remain a consistent top 10 European location for FDI measured by our performance in the EY Attractiveness Survey. • Increase the proportion of high-value jobs • Increase Greater Manchester's average annual % market share of total UK FDI 	Annual EY Attractiveness Survey. DIT Annual FDI Data <ul style="list-style-type: none"> • Number of jobs • Number of projects • % of UK Total FDI Jobs 	MIDAS <ul style="list-style-type: none"> • Number of R&D projects • Number of HQ projects • Number of Low Carbon projects
Visitor Economy	<ul style="list-style-type: none"> • Increase both the value of international leisure and business tourism • Increase the volume of international leisure and business tourism arrivals through Manchester Airport • Increase Greater Manchester's overall share of UK international visitors 	International Passenger Survey (IPS) <ul style="list-style-type: none"> • Volume and value of international visitors to the city-region • Percentage of UK International visitor Market share 	Marketing Manchester <ul style="list-style-type: none"> • Number of conferences or events won • Economic impact of business conferences and events. • Media Coverage

Research and Innovation	<ul style="list-style-type: none"> • Our long-term ambition is for Greater Manchester to be recognised as an international leader in research and innovation, with strengths in Cyber, Health Innovation, Advanced Materials, Manufacturing and Low Carbon, a place where the economic benefits of innovation are felt across the conurbation and our ideas are turned in to solutions that are shared with the world, helping to address some of societies greatest shared challenges. • Maintain UoMs top 30 position on global QES education rankings 	<p>QES</p> <ul style="list-style-type: none"> • UoM's University Ranking <p>Horizon Europe</p> <ul style="list-style-type: none"> • No. of GM cross border projects <p>UKRI</p> <ul style="list-style-type: none"> • No. of GM cross border projects 	<p>MIDAS</p> <ul style="list-style-type: none"> • No. of R&D intensive FDI projects
International Students	<ul style="list-style-type: none"> • Increase the number of international students in Greater Manchester • Diversify our international student base 	<p>HESA</p> <ul style="list-style-type: none"> • Number of International Students • Market breakdown - % of students coming from outside our top 5 	
Marketing and Perception	<ul style="list-style-type: none"> • Secure and maintain a top 100 spot on the Global Resonance Cities Survey 	<ul style="list-style-type: none"> • Position Ranking on Global Resonance City Index 	<p>Marketing Manchester</p> <ul style="list-style-type: none"> • Volume of media coverage and digital engagements • Economic impact of promotional campaigns
City-region Diplomacy			<p>GMCA</p> <ul style="list-style-type: none"> Number of international visits hosted Number of policy exchanges

Acronyms	
Business Growth Hub	BGH
The Department for International Trade	DIT
Greater Manchester Combined Authority	GMCA
Greater Manchester Chamber of Commerce	GM Chamber
The Growth Company	GC
Manchester Airport	MAG
Manchester City Council	MCC
Manchester China Forum	MCF
Manchester India Partnership	MIP
Marketing Manchester	GC – MM
MIDAS	GC – MIDAS
Transport for Greater Manchester	TfGM
Transport for the North	TfN
The University of Manchester	UoM
Visit Britain	VB