

Greater Manchester Combined Authority

Date: 28 January 2022

Subject: Greater Manchester International Strategy 2022 to 2025

Report of: Councillor Elise Wilson, Portfolio Lead for Economy and Joanne Roney Portfolio Lead Chief Executive for Economy

Purpose of Report

This report note provides an overview of the draft Greater Manchester International Strategy and the process taken to refresh the strategy. The report also contains details about the approach taken for the development of the Delivery Plan.

The draft of the Strategy is also attached for approval.

Recommendations:

The GMCA is requested to:

1. Review and consider the report and approve the new Greater Manchester International Strategy.
2. Provide feedback on approach to developing the GM International Strategy Delivery Plan.

Contact Officers

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Report authors must identify which paragraph relating to the following issues:

BOLTON
BURY





MANCHESTER
OLDHAM






ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire			
Impact Indicator	Result	Justification/Mitigation	
Equality and Inclusion	G	The GM International Strategy outlines how we will work with our diaspora communities to engage internationally, for example with Pakistan and Bangladesh	
Health			
Resilience and Adaptation			
Housing		International investment may fund the development of new homes and therefore increase accessibility.	
Economy	G	All the core international priorities (trade, investment, international students, research and the visitor economy) add additional economic benefit to the city-region, aiming to sustain and create new good jobs.	
Mobility and Connectivity	N/A	The International Strategy calls for further long-haul connectivity to Manchester Airport, improving our connectivity with the rest of the world.	
Carbon, Nature and Environment	RR	Further long-haul route connectivity to Manchester Airport and increasing tourist numbers both have a negative impact on the environment. As with the GMS, the Strategy commits GM to working with the Airport to help mitigate some of the challenges associated with the industry.	
Consumption and Production			
Contribution to achieving the GM Carbon Neutral 2038 target			
Further Assessment(s):	N/A		
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.

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

Risk Management

There are no specific risks associated with the overarching strategy and its framework. Risks however may be identified in the development of the detailed delivery plan next year.

Legal Considerations

N/A

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report: 1

Comments/recommendations from Overview & Scrutiny Committee

Feedback was provided from an informal meeting of the Economy, Business Growth & Skills Overview & Scrutiny Committee on the need to consider how Foreign Direct Investment can be accessed across the city region, and the need to ensure that decarbonisation is embedded in the Strategy.

Background Papers

Greater Manchester 2017 to 2020 Internationalisation Strategy. Available here: https://www.greatermanchester-ca.gov.uk/media/3548/international_strategy.pdf

Tracking/ Process

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

No

Exemption from call in

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

N/A

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction

- 1.1. Greater Manchester is a place that has a global profile and long history of international engagement, contributing to the economic success of the city region. Internationalisation has a transformational impact on Greater Manchester's productivity and prosperity, unlocking growth and innovation opportunities for our businesses and institutions, helping to create and sustain good quality jobs for the residents of Greater Manchester in the way set out by the Greater Manchester Local Enterprise Partnership's Economic Vision.
- 1.2. In 2017, the Greater Manchester Local Enterprise Partnership and GMCA agreed a three-year internationalisation strategy. A three-year refresh of this strategy was due in 2020, however the challenges of the pandemic meant this process was delayed and Greater Manchester's attention shifted to measuring the impact CV-19 was having on its international priorities.
- 1.3. In response to the challenges that emerged, a one-year roll over International Strategy was agreed, published in-line with the Living with COVID Resilience plan in October 2020. This strategy aimed to help mitigate some of the international challenges caused by the pandemic and continued uncertainty surrounding Brexit. The strategy also reframed Greater Manchester's new international ambitions and priorities around a new Greater Manchester context and new UK foreign policy.
- 1.4. This one-year roll over strategy expired at the end of 2021. Preparations for refreshing the International Strategy began in June 2021. This included completing a full evidence base review and consultations with business groups, local authorities, universities and others. This intelligence has informed the new three-year International Strategy.
- 1.5. The purpose of the refreshed International Strategy is four-fold:
 - Address the most immediate international challenges facing Greater Manchester following the pandemic and ensuring it continues to respond to any emerging challenges following the UK's formal departure from the EU.
 - Outline Greater Manchester's international ambitions, priorities and markets under a single framework and collective narrative, highlighting the interconnectedness of internationalisation, coordinating across key organisations on strategic activity and ensuring delivery is greater than the sum of its part.

- Highlight Greater Manchester's areas of global competitiveness, identifying clear areas where Greater Manchester can play a transformational role in supporting the UK government to deliver on Global Britain.
- Emphasise the transformational benefits of internationalisation for Greater Manchester, highlighting the ways in which it can deliver on the Greater Manchester Strategy vision of a greener, fairer and more prosperous Greater Manchester, bringing benefits to all of our residents.

- 1.6. Through the development process with partners, it was agreed the International Strategy should continue to focus on the 8 priorities agreed in last year's refresh. There are five Core Priorities – International Trade, Foreign Direct and Capital Investment, Research and Innovation, The Visitor Economy and International Students; and three Enablers – City-region Diplomacy, Perception and Reputation, and Connectivity.
- 1.7. As part of the strategy refresh and engagement process, a set of ambition statements and directional targets have been set against each priority. Each priority also outlines strategic objectives that will help Greater Manchester to achieve its ambitions and targets. A list of performance measures and sources have been identified to help monitor performance against them.
- 1.8. An initial Delivery Plan has been produced alongside the International Strategy. It captures initial activity already underway which delivers on the strategy's priorities as well as outlines the key organisations or initiatives that deliver on each of the strategic objectives.
- 1.9. A finalised plan will be produced in April 2022 following further stakeholder engagement and a review of any gaps and risks that may prevent successful delivery. It will aim to capture key strategic activity and projects as well as any new initiatives or structures which must be established to deliver on the strategy over its three-year period.
- 1.10. The Delivery Plan introduces key performance indicators for monitoring performance against each of the priorities, this will be reported annually to the Internationalisation Marketing and Advisory Board (IMAB).

- 1.11. The strategy will be available in full online following its formal launch along with a separate executive summary with key priorities and messages for stakeholders and the wider public. In early 2022 a website will be developed providing a go to page for each of the priorities and a link to a dashboard which will report on key statistics and performance in relation to the 5 core priorities.
- 1.12. The new Strategy has been approved by the Internationalisation Marketing Board (IMAB), the GM LEP and the Growth Board. It is shared with this paper for approval.

2. Strategy Summary

2.1. The core structure of the strategy is summarised in the diagram below.

VISION
<p>To be a leading city-region in the UK and globally and an international influencer in green and digital.</p> <p>Supporting Greater Manchester to become a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer and more prosperous city-region</p>
SHARED AMBTIONS
<ol style="list-style-type: none"> 1. Raise the profile of Greater Manchester as a welcoming, vibrant and diverse city-region with a strong cultural, sport and place offer, continuing the work to make our city-region a great place to visit, invest and study. 2. Work with partners nationally and internationally to leverage the benefits of internationalisation and deliver on our economic vision by increasing trade, attracting foreign direct investment and fostering cross-border international partnerships to support the creation of better jobs and good employment to build a more prosperous, fairer and globally competitive city-region. 3. Position Greater Manchester at the heart of the UK's global competitiveness and forefront of innovation with world-leading strengths in Digital/Cyber, Health Innovation, Advanced Materials and Manufacturing, and Clean Growth Technology, driving investment in these sectors and improving our ability to turn research into solutions that are shared with the world. 4. Work with partners across the world to achieve our carbon neutrality by 2038, helping to accelerate the UK's and global transition to net zero by sharing our expertise, learning from others, and working with the world's most innovative companies.

CORE PRIORITIES		
Trade	Investment (FDI and FCI)	
Improve the export propensity of our business base across the city-region, growing both goods and services exports and diversifying our trade markets	Increase the number of high-value jobs in Greater Manchester through the attraction of the world's most innovative, green and ambitious companies across our 10 LAs, helping to deliver our Economic Vision.	
Students	Visitor Economy	
Deliver an inclusive, welcoming and world-class international student experience, increasing the number of international students studying at our universities and diversifying our international student base.	Deliver on our ambition of becoming a world class visitor hub for business and leisure tourism, sustainably increasing the volume and value of business and leisure tourists as well as continuing to attract key conferences and events to the city-region.	
Research and Innovation		
Promote Greater Manchester as an international leader in innovation with world leading strengths in digital, health innovation, advanced materials, and manufacturing as well as low carbon technology. Continue to attract investment, talent and drive collaboration in these frontier sectors.		
ENABLERS		
Connectivity	Perception and Reputation	City-region Diplomacy
Support connectivity to key priority markets and the recovery of Manchester Airport as a key asset, in line with our decarbonisation aims. We will work with partners to ensure that our businesses and residents are well equipped to take advantage of the opportunities that are arising from international digital connectivity .	Build new and further develop relationships with other city-regions around the world to facilitate engagement on important global agendas such as inclusivity and climate change as well as support the delivery of our core priorities.	Build new and further develop relationships with other city-regions around the world to facilitate engagement on important global agendas such as inclusivity and climate change as well as support the delivery of our core priorities.

DELIVERED BY
Working with our delivery partners and wider stakeholder ecosystem at home and overseas to deliver on our economic priorities and raise our profile internationally, including with GM local authorities, the Growth Company including MIDAS, Marketing Manchester and the Growth Hub, Greater Manchester Chamber of Commerce, The Department for International Trade, The Foreign Commonwealth and Development Office, The British Council, Manchester Airport, our Universities, the British Council, Foreign Diplomatic Missions, and many others.
MEASURING SUCCESS
Performance will be monitored against the ambitions and targets laid out in the International Strategy,

Annex A. International Strategy Copy

Annex B. Executive Summary

Annex C. International Strategy Initial Delivery Plan and Performance Framework