

# GM Digital Blueprint

**2023-26**

CONTENT FOR REVIEW

**SUBJECT TO DESIGN WORK – IMAGES HAVE BEEN INCLUDED FOR ILLUSTRATIVE  
PURPOSES**

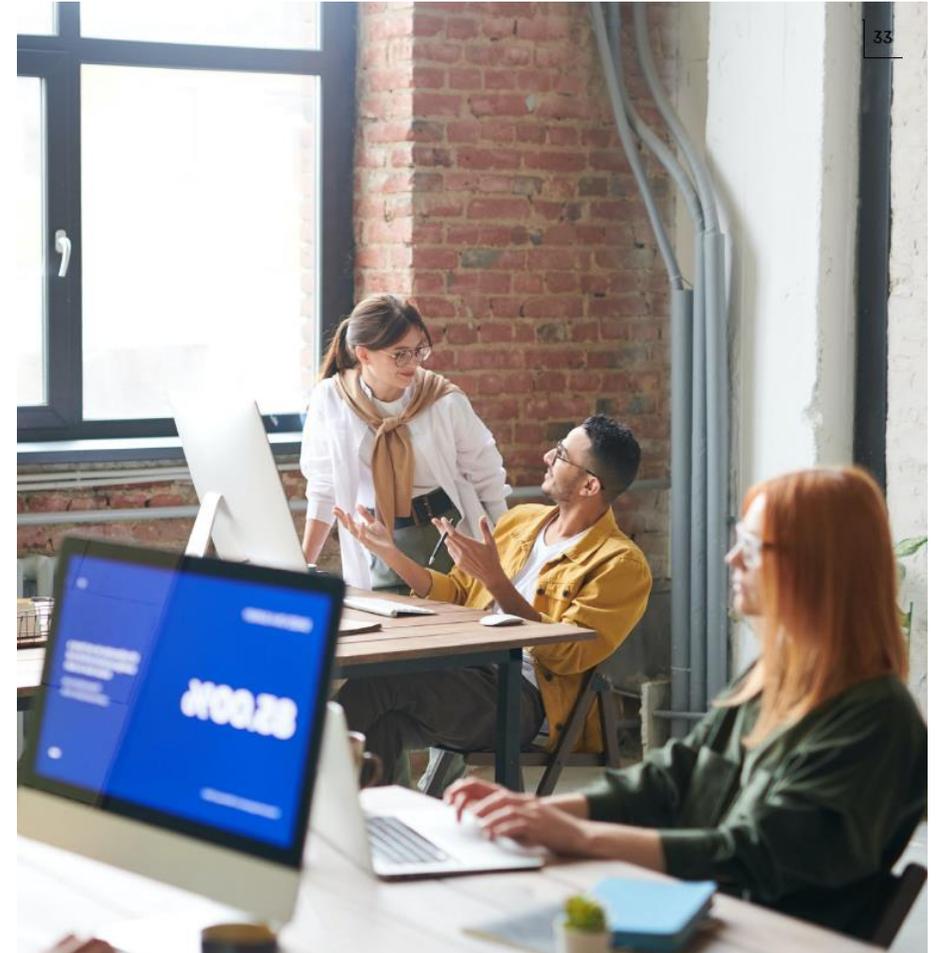
# This is our GM Digital Blueprint

**The Blueprint has been collaboratively developed by GM Digital ecosystem stakeholders and resonates with our shared strategic commitments to put the city-region's people, its environment, and its places more firmly at the heart of our plans.**

We want our citizens' lives to be bettered, and for them to be empowered by the myriad of opportunities a digitally fuelled city-region provides.

We want to use technology and data better to make this a greener, fairer, more prosperous city region.

This refreshed Digital Blueprint for Greater Manchester sets out the 2023-26 ambitions and our approach to meeting them.



# This is the Digital Place

Here we set the next chapter towards being a world-leading digital city region, and our ongoing commitment to being open, innovative and connective.

We remain committed to being a digital city-region with a difference. By putting people and the environment at the heart of our plans, we aim for a more inclusive and sustainable approach that builds on our greatest asset.

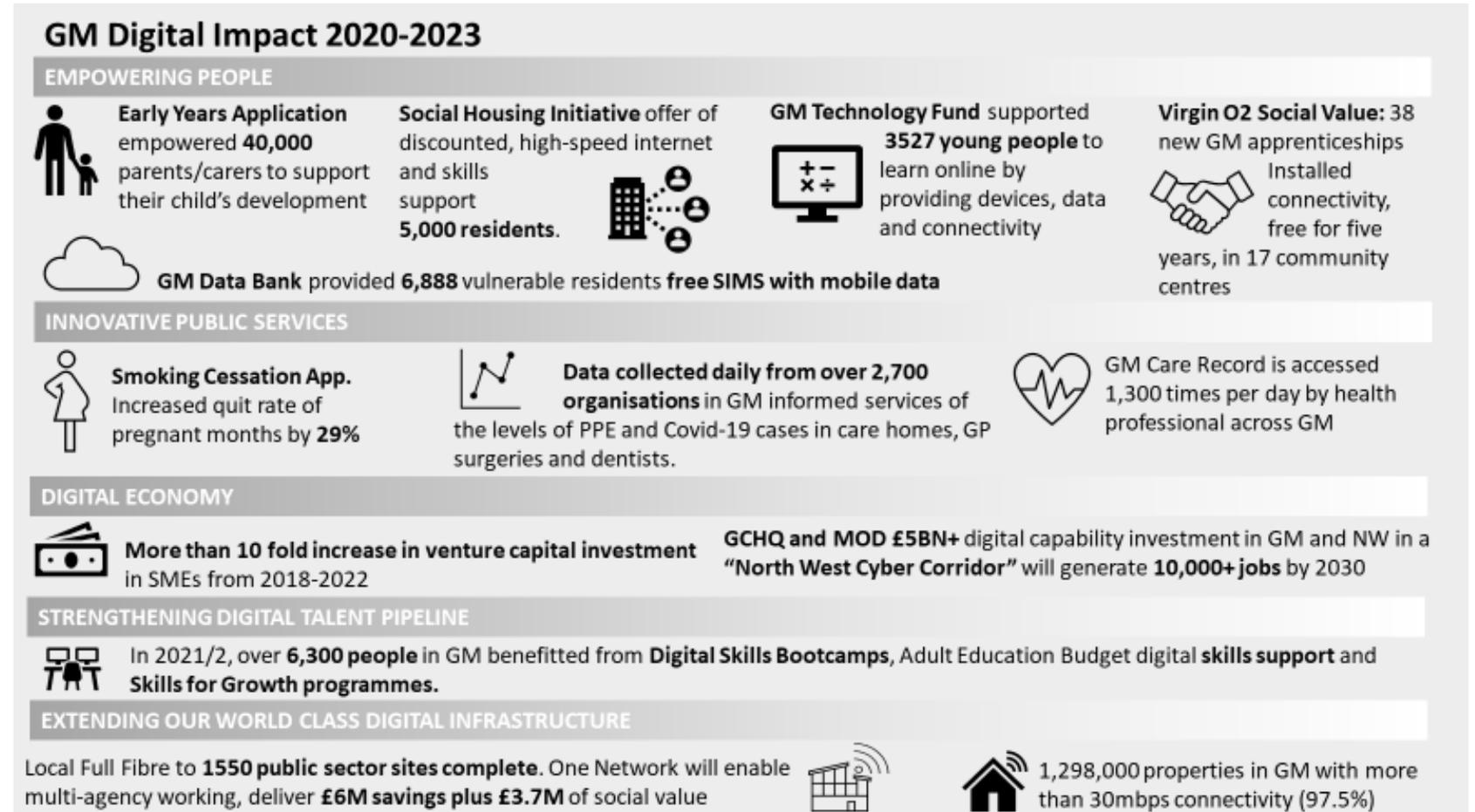


		
<b>ANDY BURNHAM</b>	<b>CLLR EAMONN O'BRIEN</b>	<b>LOU CORDWELL OBE</b>
Mayor of Greater Manchester	Leader of Bury Council  GMCA Lead for Education Skills, Work, Apprenticeships and Digital	Founder and CEO, MagneticNorth  Co - Chair, Greater Manchester Local Enterprise Partnership (LEP)  LEP Digital Lead

# This is the Place: Where digital connectivity makes things better for people.

We remove barriers to social mobility and employment through digital skills and ensuring public services are intuitive, joined up and available to all.

*[Draft Infographic Content]*



“Our people and communities remain at the heart of what we do and the collaborative approach we take in Greater Manchester has never been more important.

Greater Manchester’s refreshed Digital Blueprint reflects a changed landscape. Not only have we emerged from Covid-19, but technology and society’s use of technology has radically changed, heightening and highlighting the challenges of digital inequality and exclusion, demand for skilled talent, reforming public services at pace, and net zero.

Our 2023-26 Digital Blueprint sets out our priorities for a more digitally resilient and faster growing Greater Manchester, so that everyone regardless of age, location or situation can benefit from the opportunities that digital can bring. We will continue to show the world that Greater Manchester is doing digital differently.”

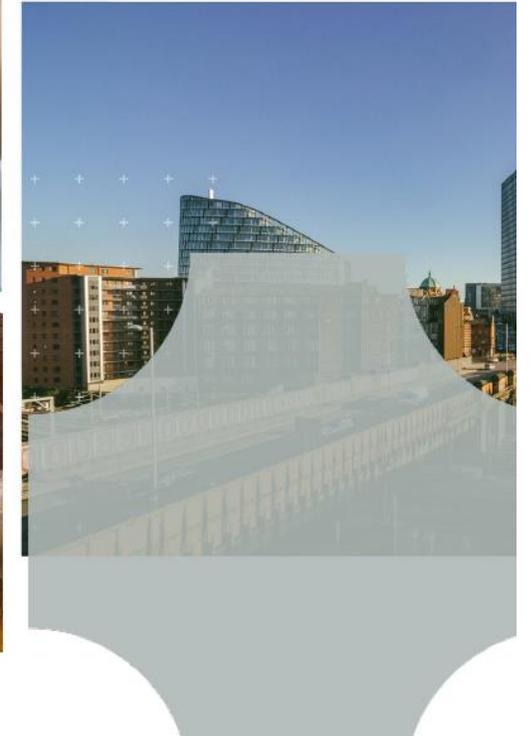
**Cllr Eamonn O’Brien. Leader of Bury Council, GMCA Lead for Education, Work, Apprenticeships and Digital**



# This is the Place

## With the fast-growing digital economy in northern Europe

- Where communities, business, academia and public services work together to create opportunity, innovate and invest; and where growth benefits everybody.
- Our ambition is for Greater Manchester to be a world-leading city- region, recognised globally for its digital innovation.
- *Images (TBC) and statistics:*
  - £532M was invested in GM companies in 2022, a more than 10 fold increase from £48M in 2018 (source: Dealroom)
  - Over 69,000 roles in the Creative, Digital and Tech sector advertised in GM in the 12 months to Nov 2022, up from 48,000 the previous year (source: Lightcast Occupation Grp 'Information Technology')



# This is the Place

## That makes things happen

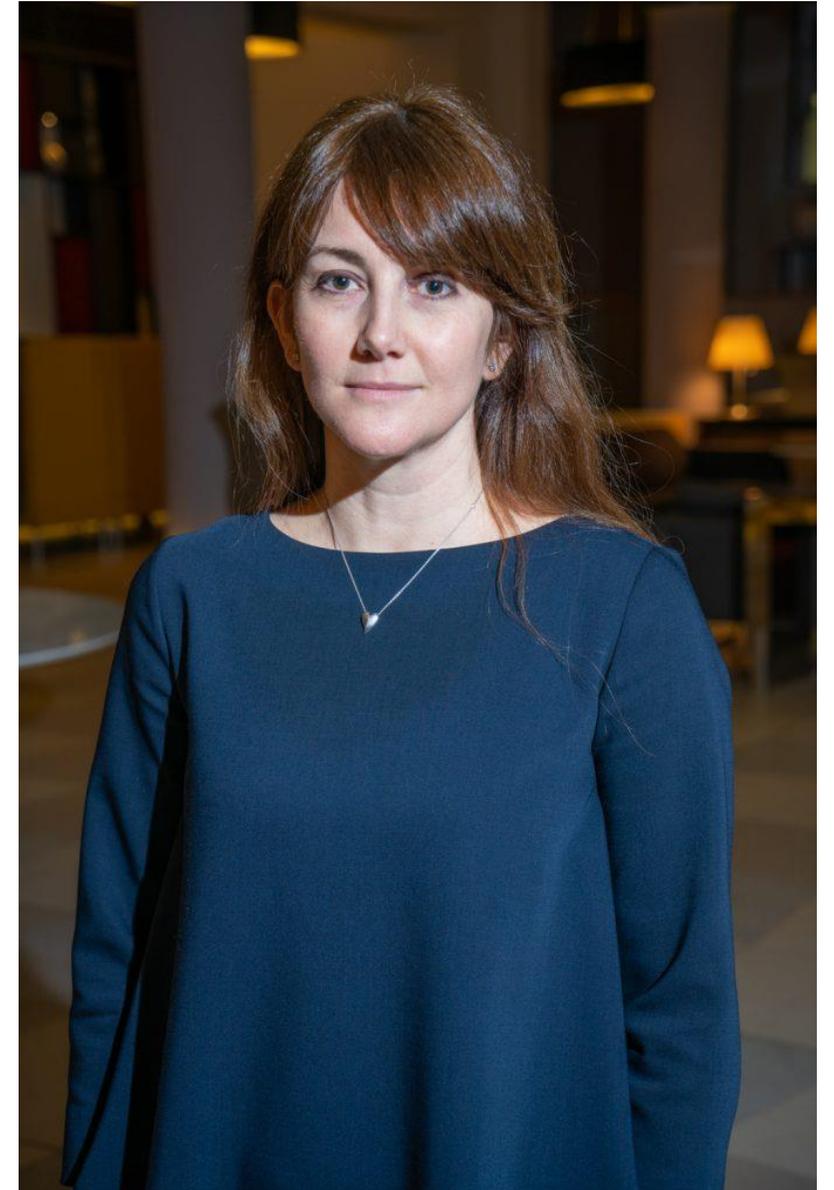
- Driven by a clear civic vision, leadership and mandate that fosters collaboration and enables everyone to do well and lead fulfilled lives.
- Supported and enabled by a vibrant, connected and inclusive digital ecosystem.
- *Images (TBC) and statistics:*
  - The GM Full Fibre Network - the largest municipal fibre infrastructure in the UK
  - DTX Manchester, Manchester Tech Festival, Digital City Festival, Manchester Digital Skills Week welcomed over 10,000 delegates in 2022/3
  - Greater Manchester hosts over 60 start-up and scale-up facilities and programmes



“Greater Manchester’s digital ecosystem has never been stronger. Our city-region draws skilled people from far and wide and nurtures talent from our own communities, helping to attract unprecedented levels of investment.

Through continued growth and innovation, we can play a central role in the UK becoming a science and technology superpower while ensuring our people benefit. Dynamic collaborations between our companies, universities and research institutions, the public sector, and our communities, are the driving force behind this.”

**Lou Cordwell, Chair of Greater Manchester Business Board (LEP)**



# This is the Place

## Where businesses of all types and sizes can thrive

- We are creating a digital place, into which entrepreneurs and innovators from across the globe want to connect, and a place where all businesses that choose to make Greater Manchester their home can thrive.
- Benefiting from top-level physical infrastructure, university research excellence and assets, and a highly-skilled, ready-to go digital workforce.
- *Images (TBC) and statistics:*
  - 78% of Digital companies in Greater Manchester reported expansion in 2022 (source: Manchester Digital Skills Audit)
  - Manchester tech firms raised a record £532m in 2022, a 50% increase on 2021 and greater than several major European cities. (source: DCMS).



“The tech ecosystem in Greater Manchester is continually evolving and we are incredibly proud to be playing our part in its growth.

Northcoders is passionate about nurturing and developing the tech talent of the future and joining with Tech Returners gives Greater Manchester businesses better access to the most diverse and comprehensive pool of top tech experts across all experience levels.

We want to live in a world where diversity and inclusion in the tech industry no longer needs discussion as it becomes part of what we do by demonstrating that there are so many different routes to enter and return to tech ”

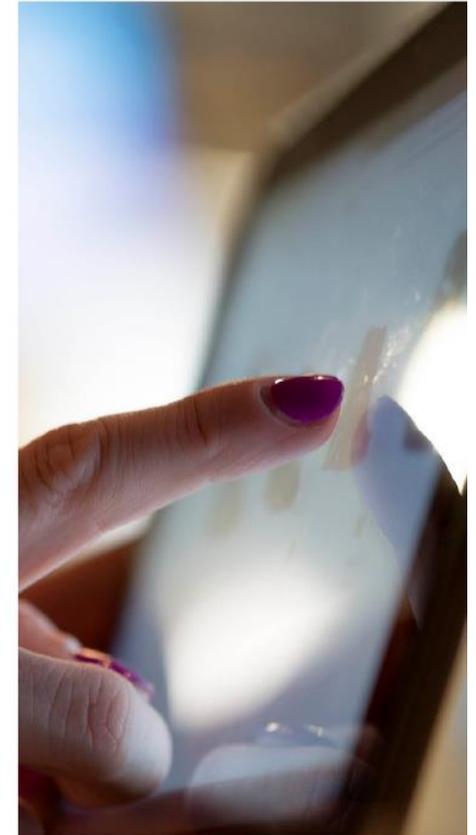
***Amul Batra, Co-Founder and Chief Partnerships Officer at Northcoders***

***Beckie Taylor, Co-Founder, Tech Returners***



# GM Digital Targets

- ✓ 200,000 people will have been engaged to help them to benefit from the digital world in 2023-24.
- ✓ Early Years developmental assessments will have been digitised in 8 areas across the city-region by 2026 as part of measures to improve School Readiness.
- ✓ Greater Manchester's Technology and Data sector size to reach £5.5BN by 2025 and £7BN by 2029.
- ✓ Number of people in digital sector roles in GM to reach 95,000 by 2026.
- ✓ 75% of GM firms are able to fill their digital and tech vacancies by 2025.
- ✓ More than 87.9% of premises in all LSOAs will be able to access more than 30mbps landline connection speed by 2024 (5% of LSOAs currently do not meet this target).
- ✓ Achieve minimum 90% gigabit coverage across GM by 2024, levelling up localities that are below that percentage.



# Underpinning the Greater Manchester Strategy

The GM Digital Blueprint underpins and supports the commitments in the Greater Manchester Strategy 2021-31 through a mission:

**Digitally enabling a greener, fairer, more prosperous city-region for everyone**



<https://aboutgreatermanchester.com/>

# The 2023 - 26 Digital Blueprint's Priorities

**Digitally enabling a greener, fairer, more prosperous city-region for everyone**

## **PRIORITIES**

1. Empowering People and Communities to Thrive
2. Building Responsible, Data Driven Public Services
3. Enabling a Resilient and Prosperous Economy
4. Creating Connected, Inclusive, Sustainable Places
5. Strengthening our Position as a Global Digital Influencer

## **STRATEGIC ENABLERS**

- Building digital skills and literacy for life, education, work and business
- Strengthening our Digital Talent Pipeline
- Extending our world class digital infrastructure, technology and data
- Harnessing academia, testbeds and research

# Priority 1: Empowering People and Communities

**MISSION:** We want to ensure that everyone in Greater Manchester, whatever their age, location or situation, can safely access and benefit from the opportunities digital brings if they want to.

## **WE WILL:**

- Ensure everyone is able to digitally participate with confidence and make informed choices about how their personal information is used
- Help people stay safe online and tackle online abuse
- Ensure everyone has the skills to access good quality digital jobs
- Empower people to live healthier, more environmentally sustainable lifestyles through better use of technology and data
- Grow our digital ecosystems and ensure they continue to inform public policy
- Open more of our data for others to use and create great services
- Continue to invest in the security and privacy of systems that hold public data so that people have confidence in what's happening to their information

## **STRATEGIC ENABLERS:**

- Building digital skills and literacy for life, education, work and business
- Strengthening our Digital Talent Pipeline
- Extending our world class digital infrastructure, technology and data

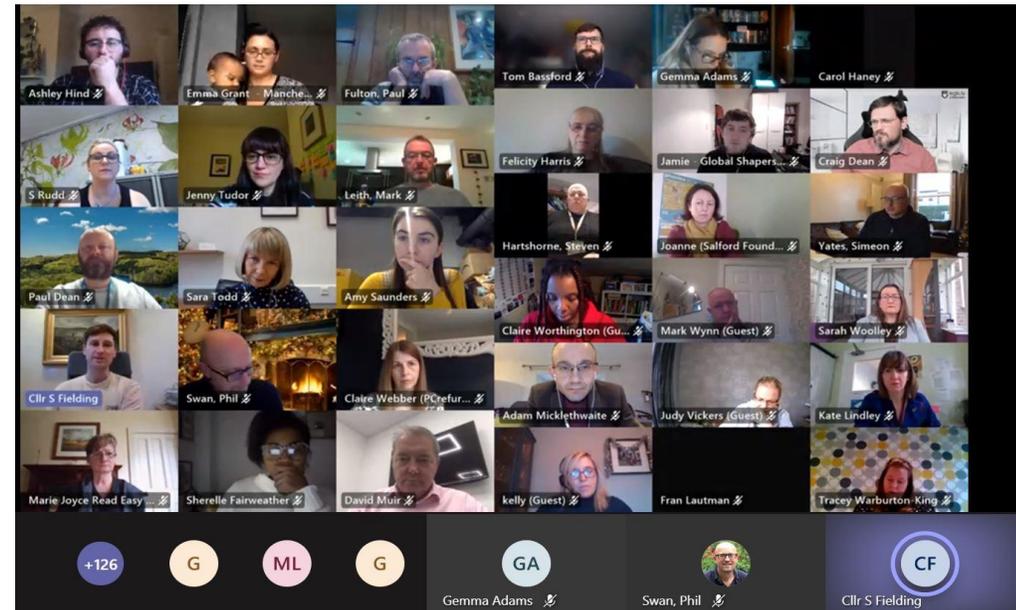
**DELIVERY EXEMPLARS:** Digital Inclusion Action Network and Taskforce, GM Information Strategy, GMICS Digital Strategy, Local Authority Digital Inclusion Grants, Growth Company, Get On GM, Digital Exclusion Risk Index Tool, GM Apprenticeships & Careers (GMACS) Portal, GM Careers Hub, NW Tech Talent Partnership, Open Data Manchester, North West Partnership for Security & Trust, HOST, Skills City.

# Spotlight: Digital Inclusion Action Network & Taskforce

**Brings together over 240 public, private and VCSE sector organisations with a focus on tackling digital exclusion in Greater Manchester.**

The Action Network & Taskforce share best practice, connections, resources and opportunities, with a focus on enabling all Young People, Disabled People, and Over 75s to get online safely and benefit from the internet.

A key initiative has brought together Registered Social Landlord and telecoms companies and aims to reach 200,000 housing tenants.



# Priority 2: Building Responsible, Data Driven Public Services

**MISSION:** We will apply exemplar digital ideas and practice to reform and renew public services, linking innovative business, academic and public sector thinking with the needs of Greater Manchester's people.

## **WE WILL:**

- Collaboratively foster innovation by engaging with digital, data and technology best practice to deliver transformed, sustainable and resilient public services that meet local needs
- Use data responsibly and effectively to improve decision making, support those people most in need, and reduce our carbon footprint
- Ensure digital services are co-designed with residents, are inclusive, and meet community and environmental needs
- Work together to develop the digital and data skills of Greater Manchester's public sector workforce
- Agree and adopt standards and information governance practices that enable responsible data sharing across GM
- Take measures to reduce the carbon footprint of technology infrastructure in line with our net zero ambition

## **KEY ENABLERS:**

- Building digital skills and literacy for life, education, work and business
- Extending our world class digital infrastructure, technology and data
- Harnessing academia, testbeds and research

**DELIVERY EXEMPLARS:** GM Care Record, Early Years App, GM Data Accelerator and Data Mesh, A Bed Every Night System, GM Apprenticeship & Careers Portal (GMACS), GM Information Strategy Delivery Plan, Health Innovation Manchester, NW Partnership for Security & Trust, Innovation GM.

# Spotlight: Early Years

**Co-designed with Health visiting and Early Years Services across Greater Manchester, the Early Years Application provides a digital tool to replace the paper-based and manual processes currently undertaken as part of the Early Years 8 Stage Delivery Model.**

The Early Years App enables health visitors and nursery workers to view and share information across Early Years settings and Local Authority boundaries to more effectively to inform how they support the development needs of the child.

The integrated online portals also offer video guidance for parents and carers to support children's learning and development.

**“The Early Years Integrated Solution is a fantastic example of both effective collaboration and digital innovation to support a region wide ambition to give our children the best start in life, an ambition we must not underestimate. This solution is one way digital is being used to help us achieve those ambitions.”**

*Chris McLoughlin OBE*

*Corporate Director People and Integration*

*Director of Children's Services*



# Priority 3: Digitally Enabling a Resilient and Prosperous Economy

**MISSION:** We will both enable all businesses to use technology better and support the creation and scaling of digital organisations for the benefit of the UK and the people of Greater Manchester.

## **WE WILL:**

- Lead the way on inclusive employment practices to support diverse communities to thrive in tech roles, creating belief in these opportunities and to attract experienced individuals
- Enlarge our tech talent pipeline and develop advanced technical skills for growth and innovation, driving investment in our high growth sectors
- Provide support and guidance to businesses to access and retain skilled individuals
- Support all businesses to upskill their workforce, adopt the right digital tools and cyber secure practices
- Expand and better exploit our research and development assets, in particular our universities, to increase the productivity of Greater Manchester's frontier sectors and to level up through innovation.
- Continue to develop a world leading, responsible digital security ecosystem and sector
- Pursue environmentally sustainable business practices through better use of technology and effective use of data
- Attract further international and UK inward investment

## **KEY ENABLERS:**

- Building digital skills and literacy for life, education, work and business
- Strengthening our Digital Talent Pipeline
- Extending our world class digital infrastructure, technology and data
- Harnessing academia, testbeds and research

**DELIVERY EXEMPLARS :** Innovation GM, MIDAS, Business Growth Hub, HOST, School for Digital Arts, Creative Scale-Up programme, GM Cyber, Digital Innovation Security Hub (DISH), Made Smarter, Exchange Tech Hub at Enterprise City, Greater Connected.

**“Looking ahead, Manchester seems well placed to maintain its position as the UK’s pre-eminent tech city outside of London.”**

*John Ogden, Manchester Managing Director, CBRE, The Business Desk.com*

# Greater Manchester Digital Security Hub

We're bringing together experts in digital and cyber security from the public, private and academic sectors to help Greater Manchester's digital security startups to innovate and grow.

Get in touch

Join DiSH 

Follow us on:



## Introducing DiSH

Manchester City Council has selected a consortium led by Barclays Eagle Labs to operate the new Greater Manchester Digital Security Hub (DiSH). DiSH offers startups and growing digital security businesses with access to mentors and coaching, dedicated growth programmes through Barclays Eagle Labs and a new industry accelerator created by our partner, Plexal.

dishMCR

Powered by BARCLAYS | Eagle Labs

Supported by:



MANCHESTER CITY COUNCIL

Innovation partner



Lead academic partner



Academic partner



# Spotlight: Business Growth Hub

**Greater Manchester's SME's are tapping into additional opportunities that improving digital systems and business support can bring.**

Greater Manchester Combined Authority supports providers like The Growth Company's Business Growth Hub to work with SME's across the city-region, helping them to tap into the opportunities digital can bring to flourish, grow and do better business, setting them up for the world stage.

*[To be refined with BGH]*

**MADE  
SMARTER**



Business Strategy

New tool launched to help businesses find the right support and funding

[Read Blog Post](#)



Business Growth Hub

Digital Springboard

NORTHERN POWERHOUSE

European Union  
European Regional  
Development Fund

GMCA  
Greater Manchester  
Combined Authority

Greater Manchester  
Local Enterprise Partnership

# Priority 4 – Creating Connected, Inclusive, Sustainable Places for Everyone

**MISSION:** We will build out our world class digital infrastructure, ethically using technology and data to create resilient, connected, accessible and sustainable places for everyone.

## **WE WILL:**

- Ensure we have world class digital infrastructure that stimulates economic growth and enables the development of our growth zones, across sectors and localities
- Leverage our GM Local Full Fibre Network to maximise the value of this asset across the public sector
- Equip our residents and business to respond to evolving national digital infrastructure
- Use technology, data and analytics to enable and drive de-carbonisation and improve decision making about places
- Improve the ease with which people can travel, participate in their community and feel connected to one-another through digital infrastructure, technology and data
- Leverage our infrastructure, technology, research and data to improve access to facilities, services, and opportunities for safe, sustainable, healthy lifestyles

## **KEY ENABLERS:**

- Building digital skills and literacy for life, education, work and business
- Extending our world class digital infrastructure, technology and data
- Harnessing academia, testbeds and research

**DELIVERY EXEMPLARS :** GM One Network, TFGM Smart Junctions initiative, MappingGM, Places for Everyone, Bee Network, Contactless Ticketing, Digital Infrastructure Advisory Group, Atom Valley, Virtual Wards

# Spotlight: Bee Network

- A vision for an integrated London-style transport system which will join together buses, trams, rail as well as cycling and walking.
- As part of this plan, we are delivering the UK's largest cycling and walking network. We're connecting every area and community in Greater Manchester, making it easy, safe and attractive for people to travel on foot or by bike for everyday trips.
- Effective digital technology will underpin the Network, enabling people to move around Greater Manchester more seamlessly and smoothly

*[To be refined with TFGM]*



# Priority 5 - Strengthening our Position as a Global Digital Influencer

**MISSION:** For Greater Manchester to be further acknowledged as a global centre of digital innovation, research and practice.

## **WE WILL:**

- Further showcase Greater Manchester across the world as a leader in digital innovation and practice
- Enhance Greater Manchester's reputation as a UK and European centre for ethical AI and data driven technology, digital trust and security, and immersive technologies
- Champion Greater Manchester as a place with an incredible, collaborative digital ecosystem
- Ensure Greater Manchester is known as an extremely attractive place to develop, grow and stay, for individuals and businesses contributing to digital innovation.
- Promote the GM digital economy on a national and international stage, as a destination for digital organisations that align (or have the aspiration to align) with the values and ambitions of the city region

## **KEY ENABLERS:**

- Extending our world class digital infrastructure, technology and data
- Harnessing academia, testbeds and research

## **DELIVERY EXEMPLARS:**

MIDAS and Marketing Manchester, Innovation GM, Bee Network, School of Digital Arts, Home of Science and Technology, Oxford Road Corridor, NW Partnership for Security & Trust, Business Growth Hub, Manchester Tech Festival, DTX, Digital City Festival, Manchester Digital Skills Week, International Intellectual Property Safeguarding (IPO)

# Spotlight: Innovation GM

**IGM is a triple helix approach to driving increased R&D & Innovation activity in the city region by bringing together business, the public sector and academia to drive a stronger, greener, and more inclusive innovation ecosystem.**

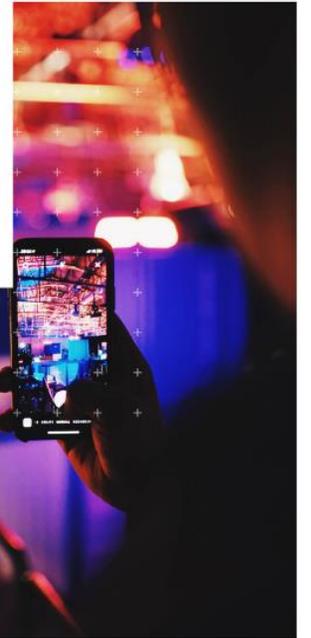
- IGM is a leading local-national innovation partnership which could lead to £3.8 billion of economic benefit and over 100,000 jobs across the city-region.
- By 2030, clusters of innovation-led businesses, centred on our frontier sectors, including AI, digital and advanced computing, will fuel productivity growth and prosperity across the North in ways that can be replicated across the UK.
- GM will be one of 3 Innovation Accelerators in the UK. Businesses and research in these areas will be supported with a share of £100m of new Government funding.
- A landmark MoU between IGM, GMCA and Innovate UK commits the parties to closer collaboration to support business innovation.



# The key strategic enablers for the Blueprint

**Greater Manchester has a range of strengths, capabilities and assets which we will leverage to enable delivery of the five GM Digital Priorities and fulfil our strategic ambitions for the city-region.**

- Building digital skills and literacy for life, education, work and business
- Strengthening our Digital Talent Pipeline
- Extending our world class digital infrastructure, technology and data
- Harnessing academia, testbeds and research



# Building digital skills and literacy for life, education, work and business

Greater Manchester will lead the way in empowering its residents and businesses to access digital skills opportunities and support.

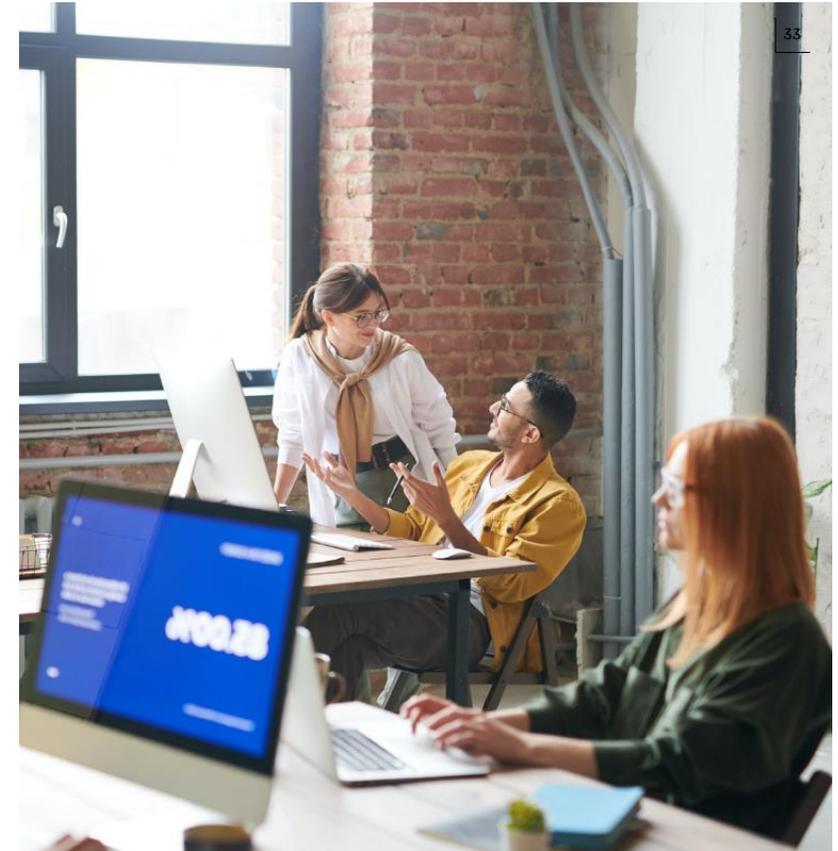
- The diverse and thriving VCSE (voluntary, community and Social Enterprise) Sector is building the **digital skills and capacity of communities** through informal and community learning partnerships
- Partners from across sectors are collaborating through the **Digital Inclusion Action Network and Taskforce** to collectively remove the barriers that exclude people from engaging with digital skills support
- **Adult Education flexibilities** enable direct investment in localities to increase engagement with digital skills provision, **informal and entry level digital learning** and enhancements to the local digital skills offer to include level 2 qualifications
- Collaboration with FutureDotNow is raising understanding of the importance of **essential digital skills** across all sectors, connecting businesses with resources and support to develop the digital skills of their workforce
- GMCA are **leveraging social value** of public sector digital infrastructure investment to enhance digital skills support for communities and schools
- **Social prescribing and community-based support** and mentoring is helping everyone to gain essential digital skills that are increasingly needed in society



# Strengthening our Digital Talent Pipeline

Greater Manchester is committed to ensuring Residents reach their potential and businesses are enabled to play their part in developing a talent pipeline that is diverse and resilient

- **The GM Careers Hub** enables students to gain first hand experience of digital businesses through workplace safaris and insight days, enhances the enterprise and careers advice offered within schools and colleges, and supports educators with curriculum development
- Across the wider ecosystem collaborations such the **North West Tech Talent Group** and **Microsoft Get On** are enabling people of all ages are able explore, enter and progress in the creative, digital and tech sectors
- Greater Manchester's colleges and universities are growing the **STEM graduate pipeline** across a diverse range of qualifications and apprenticeships that traditionally lead to digital roles, whilst also developing the digital skills of the wider student population through innovative approaches to flexible learning and industry partnerships
- **GM is developing its ambition as a Technical Education City-Region** leading the way in technical education transformation and providing the advanced and higher technical skills the UK and GM economies need, with an ambitious T-Level offer, stimulating demand for Apprenticeships, enabled by innovative institutes including, **Ada, UA92 and HOST** and the new **Institute of Technology** (opening September),.
- A diverse range of skills providers are supporting **career changers and returners** to enter the tech sector, enabled by local funding freedoms and flexibilities secured through devolution.
- **Industry collaboration** is putting employers at the heart of creating and investing in the talent pipeline, developing industry led routes into digital roles to ensure the supply of skills meets business needs
- Development of a **Digital Skills Plan** will consolidate this work setting a clearer ambition and framework for collective action



# Our Digital Talent Pipeline

People with skills at level 4 and above grew by 87% between 2004 and 2020

33% of residents qualified at degree level

45k STEM students in HE; 4.5k are studying Computer Science

44% grads remain in GM to start their career

2,916 digital apprenticeship starts (L3/4)

c8k students studying ICT in FE. Digital T-Levels being delivered across all GM Colleges

3.5k+ people retraining/upskilling into digital pa.

Computer science taught in 62% of GM schools

# Extending our world class digital infrastructure, technology and data

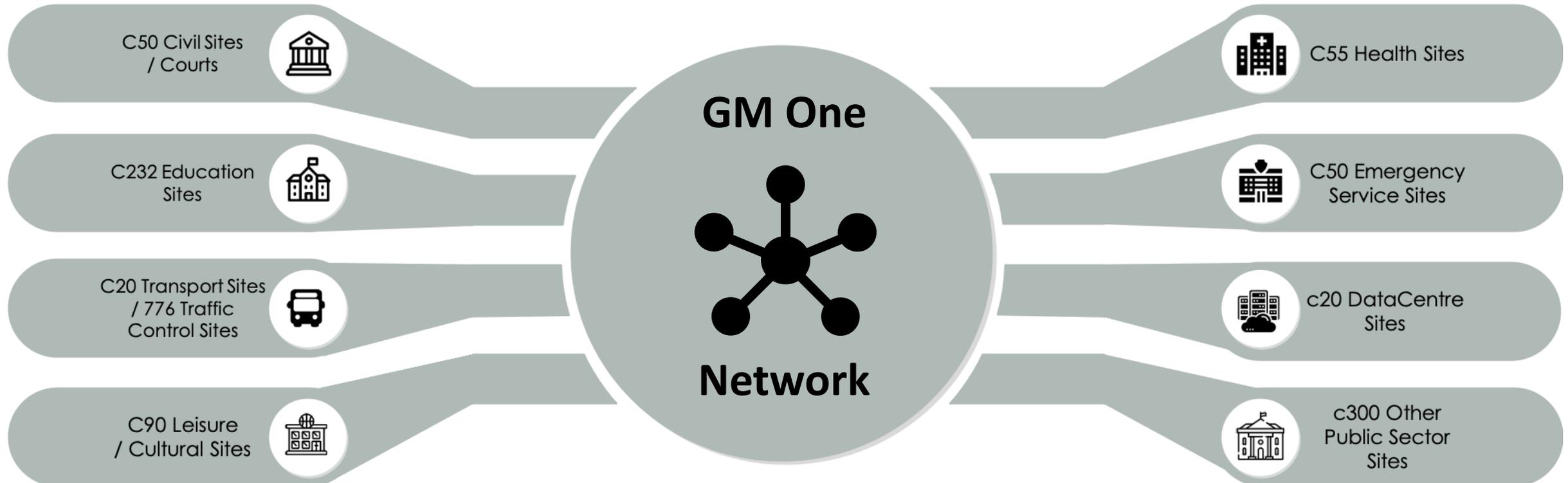
Greater Manchester continues to develop its world leading digital infrastructure to stimulate and enable economic growth, attract investment and enable the online offer of services and digital participation to GM residents.

- **Connection to backbone of Global Internet** with transatlantic connection to Manchester Internet Exchange
- **Gigabit coverage (80.9%) well above UK average (73%)**
- **41% premises with full fibre connection**
- Greater Manchester's **largest UK public sector Local Full Fibre Network Programme** and **GM One Network** - the largest civic network of its kind in Europe - will enable multi-agency working and data sharing as well as achieving substantial economic efficiencies for the Public Sector.
- Greater Manchester has powerful technology and data assets which can be used to transform public services and drive planning, decision-making and effectively target resources including **GM Digital Platform, GM Data Mesh, Mapping GM** and **CCTV and sensors**.

# Spotlight: Progressive connectivity

With a combination of BDUK and local funding, GM has worked with industry to build a dark fibre network connecting 1550 sites, pushing fibre infrastructure into new areas of GM.

The majority of these sites will be connected into the UK's largest "metro-network", creating a platform for wider opportunities that is open to other public sector bodies.



# Harnessing academia, testbeds and research

**Greater Manchester has an ambitious plan to use innovation to level up.**

- The digital ecosystem is part of a broader innovation ecosystem that brings together **businesses, universities, R&D institutions and public sector agencies** to stimulate and support innovation across our city-region for the benefit of all our businesses, people and communities.
- **GM's innovation plan** (Innovation GM)'s vision is that by 2030, dynamic and connected R&D intensive business clusters centred on our frontier sectors, including digital, creative and tech, will fuel productivity growth and prosperity across the North. Our Innovation Plan lays out a clear approach to achieving this.
- Greater Manchester has **leading academic and research assets and anchor businesses** that are working collaboratively with SMEs including start-ups, supported by public sector institutions, to identify new opportunities for digital products and services
- This **'triple helix' of industry-academia-public sector** is well-established in GM, and we will work to enhance and support this activity, including the IGM targets to increase business and public sector R&D, as a critical enabler of the Blueprint priorities.

# Spotlight: On academic Collaboration



Focussed on the AI, Cyber Foundry, and the NW Partnership for Security & Trust

Example being support provided to HACE – which is using AI and data to eradicate child labour in global supply chains)

To be agreed with academic partners



# GM Digital Ways of Working

## The behaviours that underpin the GM Digital Blueprint

### People First

GM Digital is committed to placing people at the heart of what we do. Listening to the needs of citizens, workers and businesses in Greater Manchester is the starting point for the design of services, innovation and decision-making. We will work together to co-design solutions to local problems.

### Collaborative

GM Digital has a reputation for its comprehensive cross-sector collaboration. Through our “Do it Once” approach, our effective information sharing across the system, our shared ambitions and principles and our progressive groups and networks we “Collaborate to Succeed”.

Our digital collaboration has proven to offer tangible social and economic benefits, and a more secure and better connected Greater Manchester. We will continue to work together across the public, private, VCSE sector and academia to prioritise investments, ensuring the best outcomes for GM residents, visitors and businesses.

### Responsible with Data

As partners in GM Digital we are committed to the shared vision, missions and principles of the GM Information Strategy.

**“We will create a better information ecosystem that realises the full potential of information; manages, shares, and uses information responsibly; helps to tackle our most serious challenges; and supports Greater Manchester’s wider ambitions.”**

*GM Information Strategy*

We will ensure that we approach our ambitions for information sharing, interoperability and use of data responsibly and ethically and apply the appropriate governance and legislative diligence. We will also strive to empower GM citizens and organisations to access and use data and recognise its role in creating a Greener, Fairer More Prosperous GM.

# GM Digital Ways of Working

## Responsive and Resilient

The challenges of Covid have shown that Greater Manchester can respond to the most difficult of situations.

Our ability to rapidly respond and effectively redirect resources to address immediate priorities is due to the strength of our strategic relationships, technical capabilities and our common standards and principles creating the right conditions for outcome focussed activity.

Our continued collaborative planning, engagement with communities and businesses and our commitment to information sharing will ensure that our services, communities, economy and people are resilient against future challenges.

## Focussed on Social Value

Recent digital procurements have shown how much Greater Manchester can benefit from social value that connects the capacity of industry with the needs of communities.

The private sector has proven its willingness to respond contributing volunteers, targeted digital employment, training and mentoring schemes, and digital connectivity to community buildings.

We will continue to negotiate and set high standards for the inclusion of social value offers in tenders ensure that they align with and enhance local initiatives.

# GM Digital Ways of Working

## Low Carbon

In every key decision, the GM Digital ecosystem partners will consider how they can reduce Greater Manchester carbon footprint and contribute towards our 2038 net zero target.

## Open and Transparent

GM Digital ecosystem partners will contribute to portfolio annual delivery plans, reports and reviews to provide access to information relating to progress, dependencies, risks and issues and to help identify further opportunities for collaboration. This activity will be co-ordinated by the GMCA GM Digital Portfolio Office.

We will also use digital communications channels, forums and other media to communicate our activities, successes and learning. This will help to build our profile as a leading city region, share good practice and support future collaborative working.



# Clear governance and systems leadership

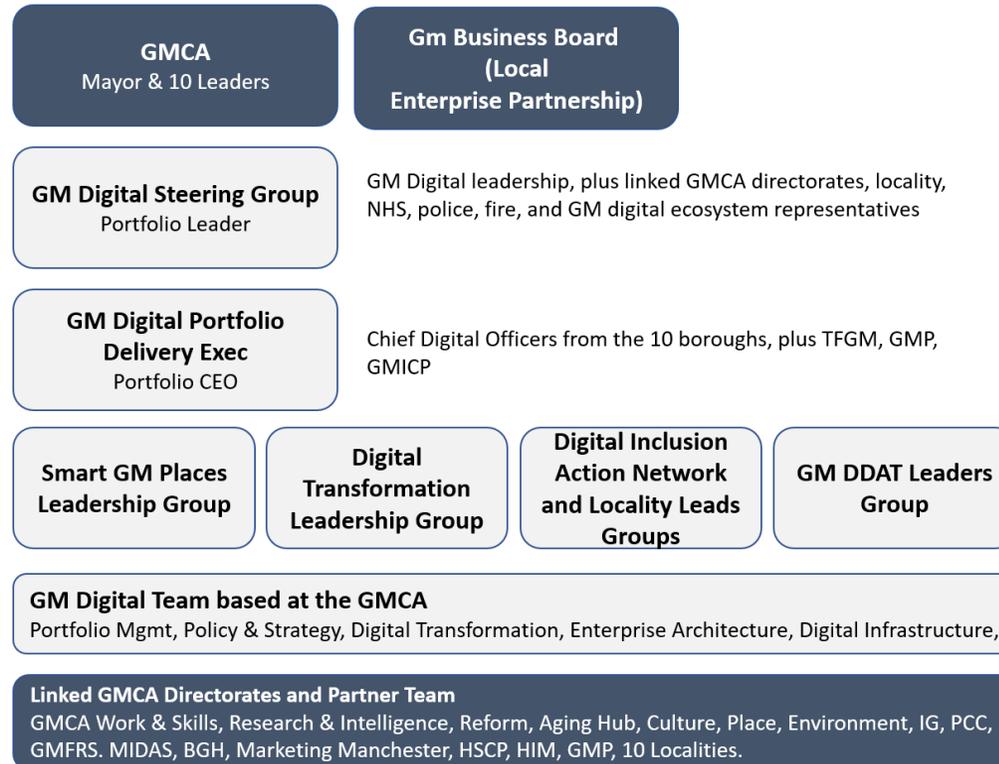
Our GM Digital Blueprint is a statement of ambition and strategy for Greater Manchester as a whole, not for any single organisation.

It also defines the focus of Greater Manchester Combined Authority's digital delivery team and provides a framework for collaboration.

Each year's GM Digital Annual Delivery Plan will articulate the activities to be delivered by the GM Digital eco-system towards the objectives defined in the Priorities.

The GM Digital Steering Group, chaired by Council Leader holding the GMCA Digital Portfolio, will continue to govern and coordinate the GMCA led Digital Programme, connecting public sector, academia, businesses and voluntary and community organisations.

## GM DIGITAL GOVERNANCE



## KEY LINKED LEADERSHIP GROUPS INCLUDE

