

Greater Manchester
Strategy 2021–2031
good lives for all



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.

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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

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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 (LEP), businesses, universities, voluntary, community and social enterprise organisations, and members of the Greater Manchester Equality Panels and Greater Manchester 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 the 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-19 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.

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:
[Greater Manchester'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 and delivering social value & inclusive growth

Additional Information:

Vision for a low carbon Greater Manchester

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 every one 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 GMCA decision support tool on page 66](#)

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 will 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, leisure and sport 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 Violence 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, cultural, leisure and sports spaces and facilities should all be maintained. Early signs suggest that they have played a key role 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, sport 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 ways of working – leadership on page 56](#)

Additional information:

[See ways of working – equality on page 58](#)

For the first time, this Greater Manchester Strategy includes new targeting approaches, with equalities and community measures at its heart. 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.

Additional information:

Progress Monitoring

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.

Additional information:

See employing robust quantitative and qualitative evidence-based approaches on page 62

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 benefited all of our people and places. The Independent Prosperity Review found that health inequalities in Greater Manchester were holding back productivity and refuted the idea of a trade-off between inequality and growth – greater equality actually leads to more growth. We therefore need to ensure more of our people to contribute to, and benefit from the economic development of the city-region.

Through this Strategy, and driven by the Economic Vision and Independent Prosperity Review, we will adopt new approaches to innovation, in order to diversify the business base, transform ways of working, build vibrant places, create future resilience and support pathways to work and tackle social issues.

As our economy rebuilds and recovers from the pandemic, we will support our businesses to grow and develop, including recognising the key role in a successful business played by a skilled and talented workforce and thus the importance of ensuring that our education and skills provision is focussed on business need, which in tandem ensures that employment opportunities are accessible for our residents – as they have the skills required by employers. Additionally, we will embrace the renewed understanding and recognition by some of businesses’ purpose being beyond growing shareholder value, and with significant power to impact positively on their communities. And we will radically improve and integrate our walking, cycling and public transport network (the Bee Network), to ensure that opportunities are accessible to all, and that all our communities can benefit and prosperity can be better shared, levelling up our city-region.

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

Additional information:

Greater Manchester Local Energy Market

Additional information:

Innovation Greater Manchester

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 a 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 Greater Manchester

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-time 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 Greater Manchester Employment Charter on page 69](#)

Ten distinctive places:
One 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. 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's 10 boroughs



Greater Manchester works because of the connection between our places. The partnerships and collaboration which take place at city-region level occur because it makes sense to come together. Because the activities we embark on together add value, and 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, leisure and sport 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, leisure and sport 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.

Additional Information:

Greater Manchester's Children and Young People Plan

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

Additional Information:

Streets for All

Levelling up

Despite our many successes and the progress 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.

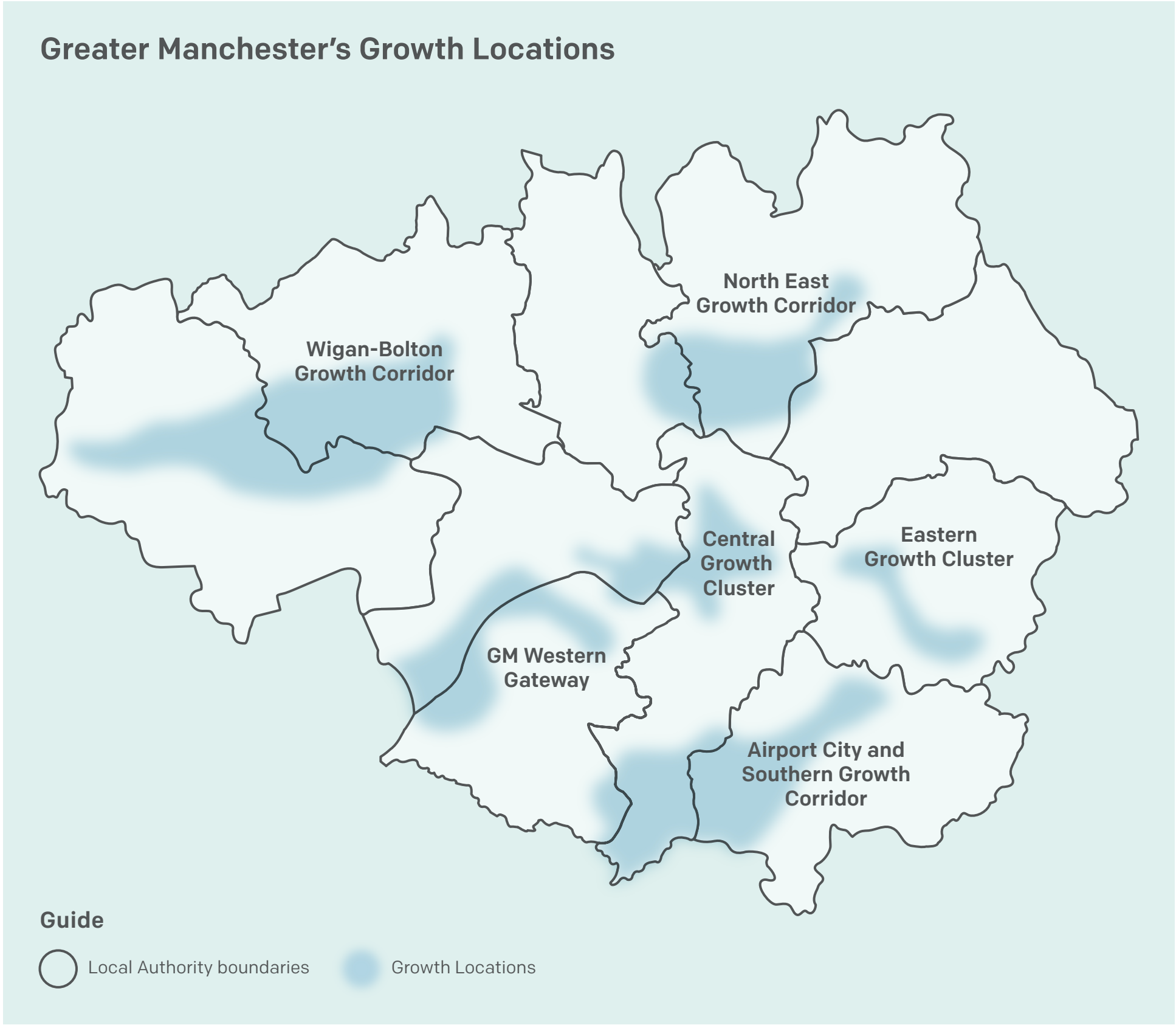
Through this Strategy we will ensure all our communities have opportunities to develop and thrive, building on learning from the pandemic. We want to ensure our integrated responses, enabled through our mature cross-sector partnerships, working with and for our communities, enjoy the benefits of our 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 a 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 benefited previously from economic development and growth, or where there are major opportunities to drive growth. We recognise the significant opportunity we have in delivering our growth locations to improve the lives of Greater Manchester's residents, and in doing so deliver an integrated approach to economic, social and environmental objectives.

The six growth locations each provide a platform to lever the unique opportunities and assets within those locations to respond to the variety of needs and challenges present in different parts of the conurbation. Whilst the approach within each growth location is distinct, collectively they will drive a levelling up approach across the city-region that is responsive to the inequalities which persist in Greater Manchester, with zero carbon ambitions integral to their design and delivery.

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

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

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.

Additional information:

View specific place-led activities on each local authority website

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.

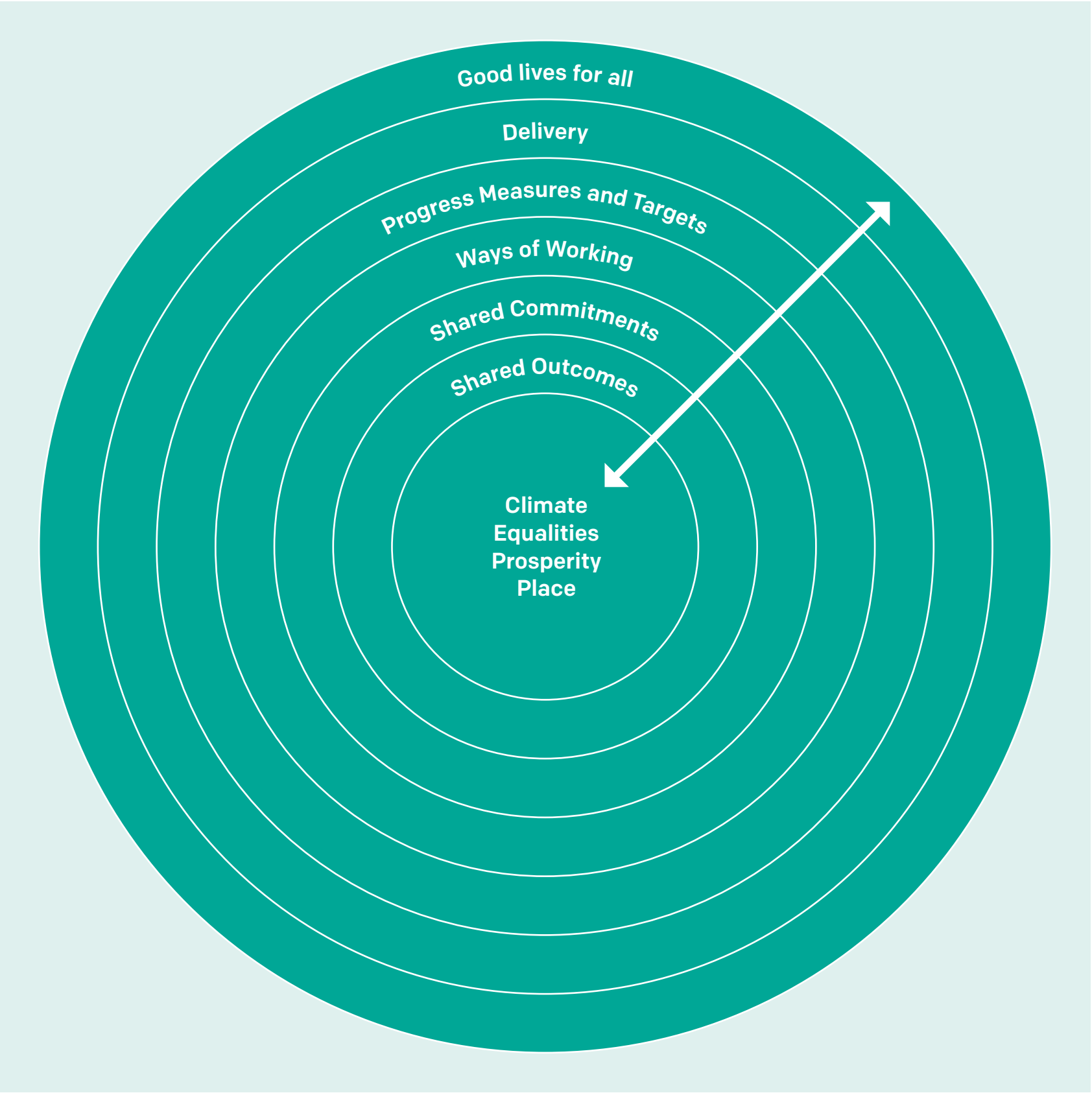
Additional information:

[Greater Manchester 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 commitments 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 strive 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 Measures on page 52](#)

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:

[Greater Manchester's Movement for Movement](#)

Additional information:

[Working Well](#)

Our shared outcomes, commitments and ways of working

Our Shared Outcomes	Our Shared Commitments	Our Ways of Working
<p>The Wellbeing of our People</p> <p>A Greater Manchester where our people have good lives, with better health; better jobs; better homes; culture and leisure opportunities and, better transport.</p> <p>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> <p>Vibrant and Successful Enterprise</p> <p>A Greater Manchester where diverse businesses can thrive, and people from all our communities are supported to realise their potential.</p> <p>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> <p>Greater Manchester as a leading city-region in the UK and globally</p> <p>Greater Manchester as a world-leading low carbon city-region.</p> <p>Greater Manchester as a world-leading digital city-region.</p>	<p>We will drive investment into our growth locations, and use that to create opportunities in adjacent towns and local centres.</p> <p>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.</p> <p>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.</p> <p>We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment.</p> <p>We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike.</p> <p>We will enable the delivery of world-class smart digital infrastructure.</p> <p>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.</p> <p>We will support our businesses to grow sustainably, to become as prosperous as they can be.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online.</p> <p>We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester.</p> <p>We will tackle food and fuel poverty experienced by Greater Manchester residents.</p> <p>We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health.</p>	<p>Leadership – We will adopt a distributed leadership model which is representative, culturally competent and inspiring.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Workforce – We will put in place a comprehensive workforce programme to support organisational and workforce development based on and facilitating a more integrated public facing workforce.</p> <p>Innovation – We will explore and apply new and more effective approaches to maximising Greater Manchester’s innovation assets to drive economic development and will support the development of social innovation, enabling greater opportunities for people and places.</p> <p>Thinking for the future – We will wherever possible, embed prevention as part of our standard practices. We want to ensure that Greater Manchester can meet the needs of the present, without compromising the ability of future generations to meet their own needs.</p> <p>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.</p> <p>Enabled via:</p> <ul style="list-style-type: none"> • Embedding the Greater Manchester model of unified services • Investing in the VCSE sector • The Greater Manchester Good Employment Charter • Greater Manchester’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.

Additional information: [Progress Monitoring](#)

OUR PROGRESS MEASURES	
Shared outcomes	Indicator
<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• Greater Manchester as a world-leading digital 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 Greater Manchester residents with cultural organisations supported by the Greater Manchester 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• Number of properties at risk of flooding• No. people employed in digital industries
Shared commitments – place priorities	Indicator
<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• 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 Zero Carbon commitments and Housing Strategy	<ul style="list-style-type: none">• Employment space and housing growth• % increase in residential development in main town centres• % 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)?’• Net additional dwellings built p.a.• Number of new build homes with an energy performance certificate (EPC) rating in the reporting year of A

OUR PROGRESS MEASURES

Shared commitments – system priorities

- 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 and be 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, 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
- 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

[Note: detailed work is underway to develop a new Greater Manchester Health and Care Strategic Plan, and to create the statutory Integrated Care System for Greater Manchester. 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.]

Indicator

- Level of NO2 emissions and exceedances
- Amount of renewable electricity installed capacity
- Number of trees planted per annum
- 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 Greater Manchester bus fleet that is zero emission (at tailpipe)
- % of premises unable to access download speeds of at least 30Mbit/s
- Number of employees / companies in Greater Manchester’s frontier sectors
- Number of innovation-active businesses
- Number of Greater Manchester businesses engaged by the Growth Company
- Number of Greater Manchester businesses signed up to the *Race to Zero* campaign
- % of employees paid above the Real Living Wage (RLW)
- % of Greater Manchester residents in ‘good work’
- Trends in Adult Education Budget (AEB) starts and achievements
- Trends in apprenticeship starts and achievements (focus on cohorts, sector subject area, level)
- % 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)
- Trends in transitions for Greater Manchester 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 Greater Manchester Adult Education Budget (AEB)
- % 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
- % of households that are food insecure
- Volume of unsecured personal loans
- % 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 Greater Manchester 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 Greater Manchester's unique assets to drive a thriving local and UK economy, recognising **Ten distinct places: One 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.

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

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.

Additional information:

[See GMCA decision support tool on page 66](#)

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](#)

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

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 on page 62](#)

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](#)

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

Progressive procurement and social value

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

We will go beyond what is set out in the Public Services (Social Value) Act to enable any organisation to use social value to tackle inequality. Wherever possible we will show preference to companies because they share the same core values that we want to encourage 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

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 ensure 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

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, one that feels safe and empowered to meet the challenges that it might face.

Additional information:

Ways of working – workforce

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 rights 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

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

Understanding the impacts of our decisions

Throughout implementation of the ways of working, we will adopt an **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 assurance framework will have two parts:

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

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

Additional information:

[Ways of working – understanding the impacts 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 on aboutgreatermanchester.com 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:

Ways of working – embedding the Greater Manchester 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 sector's 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 Greater Manchester 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:

Ways of working – investing in the role played by the VCSE sector

The Greater Manchester 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 Greater Manchester'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 Greater Manchester 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:

Greater Manchester's Digital Blueprint

Abbreviations and acronyms

AEB	Adult education budget
BBC	British Broadcasting Corporation
BEDP	Building Energy Decarbonisation Plans
bn	billion
CYP	Children & young people
DEC	Display energy certificates
EPC	Energy performance certificate
EU	European Union
EV	Electric vehicle
GBV	Gender Based Violence
GCHQ	Government Communications Head Quarters
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
GMFRS	Greater Manchester Fire and Rescue Service
GMS	Greater Manchester Strategy
HR	Human Resources
HS2	High Speed 2 (rail)
ktCO₂	Carbon dioxide – kilotonne
LEP	Local Enterprise Partnership
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

m	million
MW	Mega Watt
MWp	Mega Watts of power
NHS	National Health Service
NO₂	Nitrogen Dioxide
NPR	Northern Powerhouse Rail
p.a.	Per annum
PPE	Personal protective equipment
PSDS	Public Sector Decarbonisation Scheme
PV	Photovoltaic
R&D	Research and development
SME	Small and medium-sized enterprise
UK	United Kingdom
UN	United Nations
VCSE	Voluntary, Community and Social Enterprise
W&G	Women and Girls
YPG	Young Person's Guarantee

Appendices

UN Sustainable Development Goals – mapping to GMS shared outcomes & commitments

UN SDG	A		GOAL 1: No Poverty	GOAL 2: Zero Hunger	GOAL 3: Good Health and Well-being	GOAL 4: Quality Education	GOAL 5: Gender Equality	GOAL 6: Clean Water and Sanitation	GOAL 7: Affordable and Clean Energy	GOAL 8: Decent Work and Economic Growth	GOAL 9: Industry, Innovation and Infrastructure	GOAL 10: Reduced Inequality	GOAL 11: Sustainable Cities and Communities	GOAL 12: Responsible Consumption and Production	GOAL 13: Climate Action	GOAL 14: Life Below Water	GOAL 15: Life on Land	GOAL 16: Peace and Justice Strong Institutions	GOAL 17: Partnerships to achieve the Goal
GMS shared outcome / commitment	H																		
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 BUSINESSES:																			
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.						✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓

UN SDG	A	H	GOAL 1: No Poverty	GOAL 2: Zero Hunger	GOAL 3: Good Health and Well-being	GOAL 4: Quality Education	GOAL 5: Gender Equality	GOAL 6: Clean Water and Sanitation	GOAL 7: Affordable and Clean Energy	GOAL 8: Decent Work and Economic Growth	GOAL 9: Industry, Innovation and Infrastructure	GOAL 10: Reduced Inequality	GOAL 11: Sustainable Cities and Communities	GOAL 12: Responsible Consumption and Production	GOAL 13: Climate Action	GOAL 14: Life Below Water	GOAL 15: Life on Land	GOAL 16: Peace and Justice Strong Institutions	GOAL 17: Partnerships to achieve the Goal
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.						✓	✓			✓	✓	✓							
SHARED COMMITMENTS																			
GREATER MANCHESTER’S PLACE PRIORITIES:																			
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.								✓	✓	✓	✓		✓		✓		✓		✓

UN SDG	A																	
GMS shared outcome / commitment	H	GOAL 1: No Poverty	GOAL 2: Zero Hunger	GOAL 3: Good Health and Well-being	GOAL 4: Quality Education	GOAL 5: Gender Equality	GOAL 6: Clean Water and Sanitation	GOAL 7: Affordable and Clean Energy	GOAL 8: Decent Work and Economic Growth	GOAL 9: Industry, Innovation and Infrastructure	GOAL 10: Reduced Inequality	GOAL 11: Sustainable Cities and Communities	GOAL 12: Responsible Consumption and Production	GOAL 13: Climate Action	GOAL 14: Life Below Water	GOAL 15: Life on Land	GOAL 16: Peace and Justice Strong Institutions	GOAL 17: Partnerships to achieve the Goal
GREATER MANCHESTER’S SYSTEM-WIDE PRIORITIES:																		
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.					✓	✓			✓		✓	✓						✓

UN SDG	A	H	GOAL 1: No Poverty	GOAL 2: Zero Hunger	GOAL 3: Good Health and Well-being	GOAL 4: Quality Education	GOAL 5: Gender Equality	GOAL 6: Clean Water and Sanitation	GOAL 7: Affordable and Clean Energy	GOAL 8: Decent Work and Economic Growth	GOAL 9: Industry, Innovation and Infrastructure	GOAL 10: Reduced Inequality	GOAL 11: Sustainable Cities and Communities	GOAL 12: Responsible Consumption and Production	GOAL 13: Climate Action	GOAL 14: Life Below Water	GOAL 15: Life on Land	GOAL 16: Peace and Justice Strong Institutions	GOAL 17: Partnerships to achieve the Goal
GMS shared outcome / commitment																			
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.			✓	✓	✓		✓			✓	✓	✓							✓

UN Sustainable Development Goals –
mapping to GMS shared outcomes & commitments

GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 6
					
No Poverty	Zero Hunger	Good Health and Wellbeing	Quality Education	Gender Equality	Clean Water and Sanitation
GOAL 7	GOAL 8	GOAL 9	GOAL 10	GOAL 11	GOAL 12
					
Affordable and Clean Energy	Decent Work and Economic Growth	Industry, Innovation and Infrastructure	Reduced Inequality	Sustainable Cities and Communities	Responsible Consumption and Production
GOAL 13	GOAL 14	GOAL 15	GOAL 16	GOAL 17	
					
Climate Action	Life Below Water	Life on Land	Peace and Justice Strong Institutions	Partnerships to achieve the Goal	

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.



This meets UN Sustainable Development Goals:

- 1: No Poverty
- 2: Zero Hunger
- 3: Good Health and Wellbeing
- 4: Quality Education
- 5: Gender Equality
- 6: Clean Water and Sanitation
- 7: Affordable and Clean Energy
- 8: Decent Work and Economic Growth
- 9: Industry, Innovation and Infrastructure
- 10: Reduced Inequality
- 11: Sustainable Cities and Communities

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.



This meets UN Sustainable Development Goals:

- 1: No Poverty
- 2: Zero Hunger
- 3: Good Health and Wellbeing
- 4: Quality Education
- 5: Gender Equality
- 6: Clean Water and Sanitation
- 7: Affordable and Clean Energy
- 8: Decent Work and Economic Growth
- 9: Industry, Innovation and Infrastructure
- 10: Reduced Inequality
- 11: Sustainable Cities and Communities

Vibrant and Successful Businesses:

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



This meets UN Sustainable Development Goals:

- 1: No Poverty
- 4: Quality Education
- 5: Gender Equality
- 8: Decent Work and Economic Growth
- 9: Industry, Innovation and Infrastructure
- 10: Reduced Inequality
- 11: Sustainable Cities and Communities
- 17: Partnerships to achieve the Goal

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.



This meets UN Sustainable Development Goals:

- 5: Gender Equality
- 6: Clean Water and Sanitation
- 7: Affordable and Clean Energy
- 8: Decent Work and Economic Growth
- 9: Industry, Innovation and Infrastructure
- 10: Reduced Inequality
- 11: Sustainable Cities and Communities
- 12: Responsible Consumption and Production
- 13: Climate Action
- 17: Partnerships to achieve the Goal

Shared Outcomes

Greater Manchester as a leading city-region in the UK and globally:

Greater Manchester as a world-leading low carbon city-region.



This meets UN Sustainable Development Goals:

- 3: Good Health and Wellbeing**
- 6: Clean Water and Sanitation**
- 7: Affordable and Clean Energy**
- 8: Decent Work and Economic Growth**
- 9: Industry, Innovation and Infrastructure**
- 10: Reduced Inequality**
- 11: Sustainable Cities and Communities**
- 12: Responsible Consumption and Production**
- 13: Climate Action**

Greater Manchester as a world-leading digital city-region.



This meets UN Sustainable Development Goals:

- 4: Quality Education**
- 5: Gender Equality**
- 8: Decent Work and Economic Growth**
- 9: Industry, Innovation and Infrastructure**
- 10: Reduced Inequality**

Shared Commitments

Greater Manchester’s place priorities:

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



- This meets UN Sustainable Development Goals:**
- 3: Good Health and Wellbeing
 - 8: Decent Work and Economic Growth
 - 9: Industry, Innovation and Infrastructure
 - 10: Reduced Inequality
 - 11: Sustainable Cities and Communities
 - 14: Life Below Water
 - 17: Partnerships to achieve the Goal

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.



- This meets UN Sustainable Development Goals:**
- 1: No Poverty
 - 3: Good Health and Wellbeing
 - 5: Gender Equality
 - 6: Clean Water and Sanitation
 - 8: Decent Work and Economic Growth
 - 9: Industry, Innovation and Infrastructure
 - 10: Reduced Inequality
 - 11: Sustainable Cities and Communities
 - 16: Peace and Justice Strong Institutions
 - 17: Partnerships to achieve the Goal

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.



- This meets UN Sustainable Development Goals:**
- 6: Clean Water and Sanitation
 - 7: Affordable and Clean Energy
 - 8: Decent Work and Economic Growth
 - 9: Industry, Innovation and Infrastructure
 - 11: Sustainable Cities and Communities
 - 13: Climate Action
 - 15: Life on Land
 - 17: Partnerships to achieve the Goal

Shared Commitments

Greater Manchester’s System-Wide Priorities:

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



- This meets UN Sustainable Development Goals:**
- 3: Good Health and Wellbeing
 - 6: Clean Water and Sanitation
 - 7: Affordable and Clean Energy
 - 9: Industry, Innovation and Infrastructure
 - 11: Sustainable Cities and Communities
 - 12: Responsible Consumption and Production
 - 13: Climate Action
 - 15: Life on Land
 - 17: Partnerships to achieve the Goal

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



- This meets UN Sustainable Development Goals:**
- 3: Good Health and Wellbeing
 - 7: Affordable and Clean Energy
 - 8: Decent Work and Economic Growth
 - 9: Industry, Innovation and Infrastructure
 - 10: Reduced Inequality
 - 11: Sustainable Cities and Communities
 - 13: Climate Action
 - 17: Partnerships to achieve the Goal

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



- This meets UN Sustainable Development Goals:**
- 4: Quality Education
 - 8: Decent Work and Economic Growth
 - 9: Industry, Innovation and Infrastructure
 - 10: Reduced Inequality
 - 17: Partnerships to achieve the Goal

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.



- This meets UN Sustainable Development Goals:**
- 3: Good Health and Wellbeing
 - 5: Gender Equality
 - 7: Affordable and Clean Energy
 - 8: Decent Work and Economic Growth
 - 9: Industry, Innovation and Infrastructure
 - 10: Reduced Inequality
 - 11: Sustainable Cities and Communities
 - 12: Responsible Consumption and Production
 - 13: Climate Action
 - 17: Partnerships to achieve the Goal

Shared Commitments

Greater Manchester’s System-Wide Priorities (continued):

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.



This meets UN Sustainable Development Goals:

- 5: Gender Equality
- 8: Decent Work and Economic Growth
- 9: Industry, Innovation and Infrastructure
- 10: Reduced Inequality
- 11: Sustainable Cities and Communities
- 12: Responsible Consumption and Production
- 17: Partnerships to achieve the Goal



This meets UN Sustainable Development Goals:

- 4: Quality Education
- 5: Gender Equality
- 8: Decent Work and Economic Growth
- 10: Reduced Inequality
- 11: Sustainable Cities and Communities
- 17: Partnerships to achieve the Goal



This meets UN Sustainable Development Goals:

- 1: No Poverty
- 2: Zero Hunger
- 3: Good Health & Wellbeing
- 4: Quality Education
- 5: Gender Equality
- 8: Decent Work and Economic Growth
- 10: Reduced Inequality
- 17: Partnerships to achieve the Goal



This meets UN Sustainable Development Goals:

- 4: Quality Education
- 5: Gender Equality
- 8: Decent Work and Economic Growth
- 9: Industry, Innovation and Infrastructure
- 10: Reduced Inequality
- 17: Partnerships to achieve the Goal

Shared Commitments

Greater Manchester’s System-Wide Priorities (continued):

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



This meets UN Sustainable Development Goals:

- 4: Quality Education
- 5: Gender Equality
- 8: Decent Work and Economic Growth
- 9: Industry, Innovation and Infrastructure
- 10: Reduced Inequality
- 17: Partnerships to achieve the Goal

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



This meets UN Sustainable Development Goals:

- 1: No Poverty
- 3: Good Health and Wellbeing
- 10: Reduced Inequality
- 11: Sustainable Cities and Communities
- 17: Partnerships to achieve the Goal

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



This meets UN Sustainable Development Goals:

- 1: No Poverty
- 2: Zero Hunger
- 3: Good Health and Wellbeing
- 7: Affordable and Clean Energy
- 10: Reduced Inequality
- 12: Responsible Consumption and Production
- 17: Partnerships to achieve the Goal

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



This meets UN Sustainable Development Goals:

- 1: No Poverty
- 2: Zero Hunger
- 3: Good Health and Wellbeing
- 5: Gender Equality
- 8: Decent Work and Economic Growth
- 9: Industry, Innovation and Infrastructure
- 10: Reduced Inequality
- 17: Partnerships to achieve the Goal

