Stronger Together

Greater Manchester Strategy 2013

3
Foreword

6
Introduction

7
A dynamic, changing landscape

10
The challenge

14
The opportunity

20
An ideal for living: our vision and objectives

22
Our response

24
Growth – Our priorities

48
Reform – Our priorities

65
Making it happen – Governance

66
Making it happen – Implementation

68
Making it happen – Managing performance

70
Making it happen – Investment

Cover image courtesy of the University of Manchester Library

Foreword

Foreword

The Greater Manchester Strategy (GMS) published in 2009 was the response to the Manchester Independent Economic Review – the most robust economic analysis ever undertaken of a city, led by global experts. It was a worthy response and formed the basis for the establishment of the Greater Manchester Combined Authority and the Local Enterprise Partnership. It also provided a solid platform for Greater Manchester's engagement with government.

However, since that publication there have been significant changes, which have prompted the need for a fresh analysis of our priorities. For all the evidence of progress, the problems we face remain profound. The global economic downturn has created unprecedented and extremely difficult economic conditions within which growth has to be delivered, and these challenges are likely to persist. Yet the rapidly changing global economic context, the rise of new economies on the world stage and the relative decline of the West provide opportunities as well as challenges.

This revised strategy is about embedding a new boldness at the heart of all our collective endeavours to enable us to rise to the challenges and exploit opportunities, both internationally and closer to home.

Our governance arrangements in GM continue to strengthen and mature. This has enabled us to secure a range of bespoke agreements with government in our City Deal, helping to empower us to make our own decisions about what is needed to support growth. These unique governance arrangements are supported by an increasingly streamlined set of delivery structures and a new cross-partner focus on public service reform. This refresh of the GMS sets out what can be done to realise Greater Manchester's full potential.

It is the shared vision of our partnerships across GM and the strategy will enable us to work together and galvanise the support of the local and national stakeholders who can contribute to our future success.

Part of the solution is building on the solid foundations we have made – capitalising on the diversity and strengths of our assets right across Greater Manchester. We must continue to work hard to ensure that there are opportunities for all residents and all communities to contribute to and share in prosperity. The need to understand our unique histories, heritage and challenges is central if we are to overcome those challenges and fulfil our potential. GM was built on radicalism – the original modern city – and that sense of entrepreneurialism will be needed again if we are to prosper in what is going to be a difficult period.

GM must become more confident and resilient in its approach to our collective challenges. We must author our own future by making plans that we are confident will be implemented in the current financial climate. That is why we have taken the opportunity to look again at our priorities, ensuring that our response to the challenges that we face is one that will promote growth and secure radical public sector reform across Greater Manchester to deliver the prosperity that we seek for everyone; for all our citizens and in all our places.

Lord Peter Smith, Chair, GMCA
Mike Blackburn, Chair, GM LEP

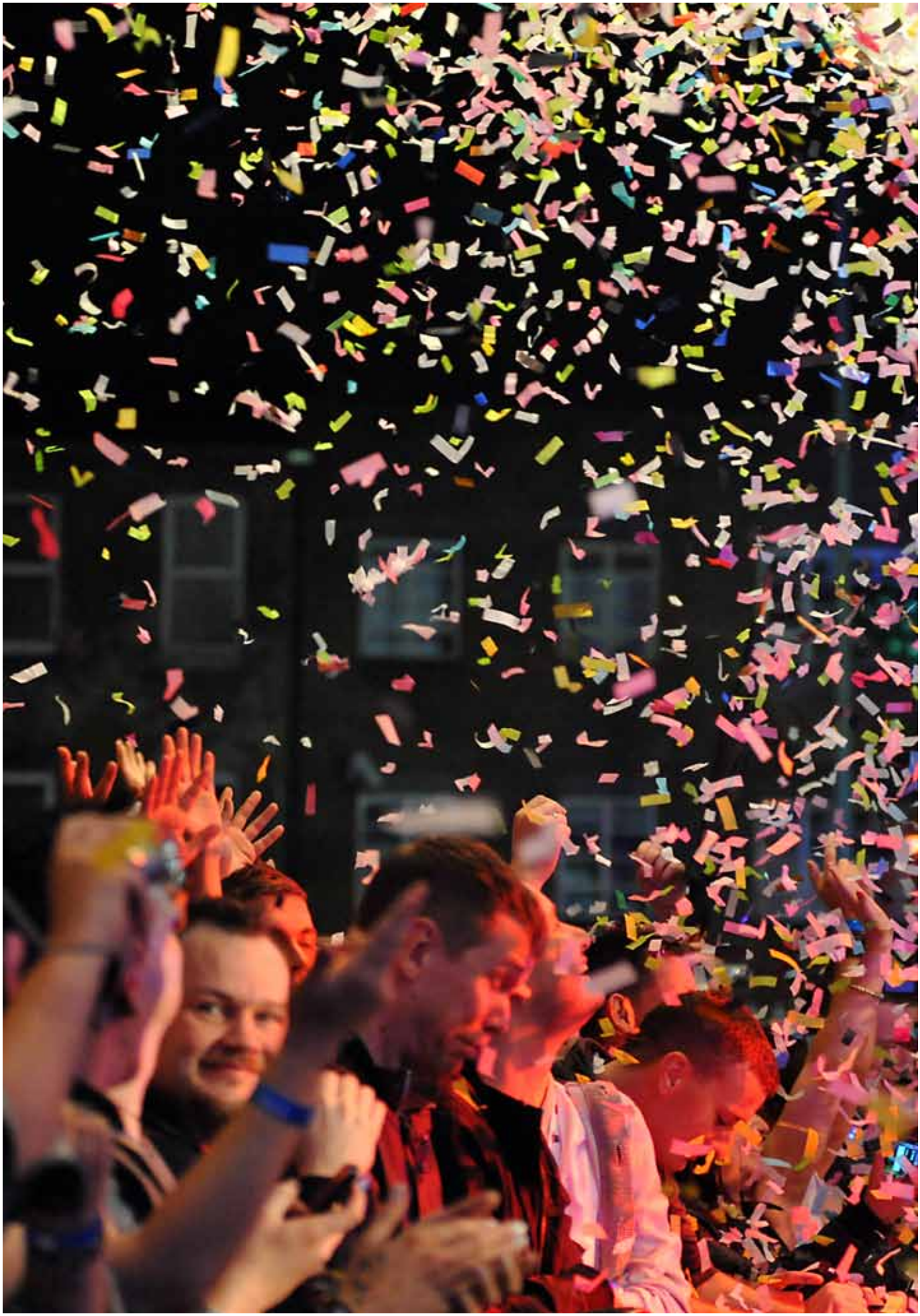

Image courtesy of Manchester Pride

Introduction

We have achieved much in the years between 2009 and 2013, including the establishment of the UK's first Combined Authority and our Local Enterprise Partnership, agreement of the first City Deal and piloting new ways of delivering public services through Greater Manchester's status as a Whole Place Community Budget Pilot. We have established a GM investment framework for growth, which includes the GM Evergreen Fund to be used to finance major developments and the £1.5 billion Greater Manchester Transport Fund (GMTF), and have taken responsiblity for allocating our Regional Growth Fund resources and the Growing Places Fund.

By prioritising projects on the basis of economic and employment benefits, we have been awarded funding that will better support the growth of GM businesses. Airport City has been designated an Enterprise Zone; MediaCityUK is a national hub for digital and creative industries; and we have secured investment in transformational initiatives, such as the establishment of the National Graphene Institute and the Sharp Project. We have created the UK's first Low Carbon Hub to pioneer new ways to deliver a low carbon economy and have successfully worked with other cities to make the case for greater investment in the North on the basis that it will help to grow the UK economy as a whole.

Our investment in a 21st century transport system, including the expansion of the Metrolink and our support of the Northern Hub rail schemes, demonstrates our determination to continually improve the transport offer, and to encourage the development of further transformative proposals such as the devolution of rail franchising and the development of High Speed Rail.

But we are well aware that much more needs to be done if we are to realise the full potential of Greater Manchester. This revised Greater Manchester strategy sets out our approach.

A dynamic, changing landscape

A dynamic, changing landscape

The circumstances in which we operate have changed drastically since publication of the first GMS in 2009. The global economic downturn has created unprecedented economic conditions, making the delivery of GM's ambitious growth objectives more challenging than ever.

The recession has been much longer and more severe than expected. The economies of Europe have struggled, with a 0.6% fall in GDP in the Eurozone in 2012. As GM's main trading partners, this has had a significant impact on GM's ability to drive growth. Growth in the global economy has been driven by emerging markets such as China, emphasising the importance of expanding and diversifying GM's international reach.

UK economic forecasts have been repeatedly downgraded. In 2010, the Office for Budget Responsibility (OBR) estimated that growth would be 2.6% in 2012 and 2.9% in 2013. In fact, 2012 saw a contraction of 0.1% and the OBR is now forecasting that the economy will expand by just 0.6% in 2013. In addition, significant spending reductions have been made across government with a total impact of approximately £123 billion.

The North West has been one of the hardest hit regions with a 0.7% decrease in employment in 2011 and only a 0.3% increase in GVA in the same year. The Northwest Development Agency closed in March 2012, which saw the loss of their funding, worth £500 million at its peak.

Although it has performed better than the wider North West region, Greater Manchester has not been immune to this global and national downturn. Unemployment has increased by 24,500 since 2008 and the number of active businesses has decreased by over 1,000 whilst local housing markets remain stagnant. The 2008 GM Forecasting Model expected the number of jobs to rise by 0.5% and GVA to increase by £2.3 billion by 2012. In fact, job numbers have fallen by 2.2% and GVA increased by just by £1.1 billion. Despite the reductions in funding as a result of the last Comprehensive Spending Review, public sector spend across GM is increasing, with reductions in spend in one area offset by increases in others, particularly the costs associated with welfare benefits. Significant reforms have been made to welfare, with the total impact of welfare reform expected to reach approximately £1 billion by 2015 across Greater Manchester. Local authorities have also seen their formula grant alone fall by 18%, with other significant budgets such the Working Neighbourhood Fund being closed altogether.

The effects of the economic downturn, the reductions in public sector funding, and the broader impacts of welfare reform together present a particular challenge for individuals and families living on low incomes, particularly in the conurbation's most deprived neighbourhoods. The cost of providing public sector services is becoming increasingly unsustainable, with a greater proportion spent on the costs of dependency and less on opportunities to increase growth and reduce the demand for those services.

In the light of these global, national and local changes, we must review and refresh our strategic approach.

Image courtesy of Dig the City

The challenge

The challenge

Manchester's population is the fastest growing in the UK, which presents a massive opportunity to link the jobs we create with high quality places to live so people are encouraged to stay and contribute to our success. But there are also huge challenges: an ageing population, concentrations of unemployment and low skills and changes to the welfare system mean that demand for services will only increase without radical reforms to improve the effectiveness of services, increase the self-reliance of our people and reduce demand for those services.

The rapidly changing global economic context and the rise of new economies provides opportunities as well as challenges. But it is clear that 21st century cities like Manchester need to do better even just to stand still. We need to anticipate what is coming and be much bolder in our response.

Despite the recession, Greater Manchester's economy has been shown to be more robust than most of the rest of the UK economy. Greater Manchester generates £48 billion GVA, a 4% share of the national economy, and is the UK city region outside of London most likely to be able to increase its long-term growth rate, to access international networks and enjoy strong connections to the rest of the world. However, given the size of the GM economy, we should be achieving more. We are currently a 'cost centre' for the UK, requiring £22 billion of public spending but only generating £17 billion in taxes. The aspiration is for Greater Manchester to close and then eliminate that £5 billion deficit to become a net contributor to the national economy.

The Manchester Independent Economic Review (MIER) estimated that a quarter of the productivity gap between Greater Manchester and the UK as a whole is caused by higher than average levels of worklessness and low levels of economic activity. The other three quarters is caused by lower levels of economic output, with people in work not as productive as elsewhere in the country. Low skill levels are a key contributing factor to this.

Greater Manchester generates £48 billion GVA, a 4% share of the national economy

MediaCity UK

The challenge

The proportion of GM residents with no qualifications is higher than the UK average. Across GM, 11.6% of people have no qualifications compared to 9.9% across the UK. This means that a greater proportion of people in GM are unlikely to have the skills necessary to be successful in the modern economy and, as a result, more likely to be workless and suffer the effects of deprivation.

Unemployment has risen sharply since the start of the recession. The number of people claiming Jobseeker's Allowance (JSA) in Greater Manchester almost doubled from 41,845 in January 2008 to 79,275 in June 2013. Young people have been severely affected: one-quarter of JSA claimants are aged 16-24 and the unemployment rate for that group has risen from 6.3% to 9.8%. Long-term unemployment has also risen dramatically with the number of people claiming JSA for more than six months more than tripling over threefold from 11,440 in January 2008 to 38,250 in June 2013.

Put simply, we need to reduce demand for public services by helping our residents to become more self-reliant, get back into work, gain better quality work and remain in work. We need to challenge the social norms, which foster dependency on support, and promote a culture of resilience and enterprise. We need to align our skill base with the jobs generated through economic growth to increase the productivity of GM's businesses. We need to understand the changing demand for labour – by 2020, half of all jobs will require Level 3 skills or above – and we need to ensure that our residents have the skills required to meet the demands of employers.

We must ensure that the jobs are available and accessible to our residents by repositioning Greater Manchester within changing global markets, creating the conditions for growth to ensure that it is seen as a place in which to invest, do business, live and visit.

The opportunity

The opportunity

Creating the conditions for growth

Addressing economic inactivity is at the heart of our strategy and goes hand in hand with stimulating growth to ensure that the jobs are created and safeguarded for people at all levels of the labour market.

The MIER identified that GM is the best-placed city outside London to increase its long-term growth rate based on its size and productive potential. We need to create the conditions that make Greater Manchester an investment destination of choice, with all parts of the conurbation fulfilling their potential and all residents able to contribute to and benefit from that growth.

We need to understand the fundamental shift in the market and how business models are changing – this will allow us to re-examine the role and function of our places and the offer that they can make. We need to understand market requirements and invest what scarce public resources are available to support partners from the private sector and social entrepreneurs in the delivery of those requirements. We need to anticipate the demand for flexible working space, advanced and low carbon technology, access to research and development, science and innovation to ensure that Greater Manchester is in a position to exploit its assets and meet the changing demands of the global economy.

In the current financial climate, with restricted funding and changing business models, there is an increasing emphasis on value and flexibility. To enable GM to compete, we need to develop a clear, spatial and sectoral understanding of occupier demand, both now and in the future, in relation to commercial, industrial and residential development. Our investment strategy must be based on an understanding of the offer required and the creation of investment destinations that are responsive to market demand.

The opportunity

Living quality lives in quality places

Creating quality places will be critical to success. We want this strategy to help deliver benefits right across Greater Manchester, recognising and encouraging its wide, healthy and hugely productive diversity, whether understood as ten local authority districts or as a broader collection of communities. This means making the most of the distinct cultures, constituent parts and communities of Greater Manchester.

It's also important to recognise the importance of the relationship between GM and its surrounding areas; such as Cheshire, Derbyshire and Lancashire, and its access to other major conurbations such as Merseyside and the Leeds and Sheffield city regions. We are positioned at the heart of the North, along the axes of the main national motorway corridors and key railway connections – Greater Manchester's productivity and prosperity is intimately connected with the wider economic growth potential of the North.

We need to develop the supporting infrastructure to create and strengthen local, national and international connections. This will help to expand the depth and breadth of our catchment to ensure that businesses are able to access their supply chains and move goods and services sustainably, efficiently and cost-effectively. We must also ensure that energy, water, waste and digital infrastructure is in place to support growth.

The natural environment in GM brings great benefits and we must protect and enhance our blue and green infrastructure to improve quality of life for our residents. The natural environment can also contribute significantly to economic growth, creating attractive places where people want to invest and work, through its role in the visitor economy and through the creation of jobs and businesses that support our green and blue assets.

We must make our neighbourhoods sufficiently attractive to attract and retain the diverse labour market required to support our growth objectives. Our neighbourhoods need to be accessible and well-connected, enabling residents to access employment, education, training and other opportunities. Excellent schools and colleges, along with our world class cultural, sports and other assets will enable us to compete with the best cities around the world. We will work with our communities, the police and the fire service to tackle crime and anti-social behaviour, creating clean, green, healthy, and safe neighbourhoods for our people to live in and promote independent and resilient communities. We must also revitalise the town centres that lie at the heart of our communities, and continue to support our more deprived neighbourhoods.

The opportunity

Reforming public services

The refreshed GMS places greater emphasis on the need to reform both the efficiency and effectiveness of public services. This will help GM residents get back into work and to remain in work, both in the short-term, through our work in relation to complex families, offenders, health and social care and worklessness, and also in the longer-term through reform of early years services.

We need to begin by working with parents to make sure that every child gets the best start in life and can arrive at school ready to learn. Whole family approaches need to provide co-ordinated and effective support to break the cycle of poverty that too many families face. We also need to respond to the increasing pressure on services for the elderly, frail and vulnerable by exploring new models of integrated health and social care, and securing the best outcomes from acute services. And we need to target public health care interventions to reduce the number of people requiring those services in the first place and stem the flow of demand.

Building on the outputs of the Whole Place Community Budget pilot and working with partners across GM and with Whitehall we will implement a public service reform programme. Some of our residents and families face a series of complex and challenging issues – and they require similarly complex packages of support. Our current models of public service delivery are simply not fit to provide this, particularly given the scale of planned reductions in public spending. By working collaboratively and creatively with Whitehall, the voluntary sector and social enterprises, we will develop new ways of working, to deliver more effective services. Together we will implement a radical programme of reform to encourage self-reliance and reduce demand for public services. The benefits of this approach will not only be felt in the economy and in public sector budgets, but by residents and communities through improved quality of life.

The opportunity

Supporting business

Our success will depend on the capacity of our businesses to grow. We need to help our businesses to adapt to the changing demands of the future, embracing the drive towards a reduction in carbon emissions, pioneering technological developments, and responding to changing customer demand. We need to be much more forward thinking in relation to newly emerging sectors of the economy; such as science and technology, to understand where the potential for growth and jobs lies, and the offer and support required to turn that potential into investment.

We must exploit Greater Manchester's unparalleled expertise in academic research and development in key enabling technologies to position the city region as a world-class centre. We must also bridge the gap between knowledge and production to ensure that more of the innovations developed here are taken to the market place within GM, enabling us to retain the jobs and growth resulting from those developments.

We also need a greater focus on internationalisation – developing and strengthening our links with new and growing markets such as China, India and the Middle East, whilst maintaining our links with established markets in Europe and North America, to increase exports and encourage greater inward investment.

The low carbon challenge

Fundamental to our approach to growth must be a successful transition to a low carbon economy. Failure to adapt will have a catastrophic effect on our ability to compete, threatening infrastructure, disruption to businesses and services and hardship for those more vulnerable neighbourhoods or groups. We must ensure that our city region is resilient to the changes, protect our communities from the extreme weather events that are now unavoidable and plan for a future in which the availability and price of resources is significantly more volatile. With more than 250,000 of our households living in fuel poverty, and with energy prices a significant cost to businesses, the delivery of an affordable, efficient energy infrastructure will not only increase prosperity but will also help to maximise jobs and growth. The low carbon agenda also presents huge opportunities to grow our technological, knowledge and cultural economies and develop new skills and strong supply networks, creating jobs and businesses.

Over the last two decades Greater Manchester has rediscovered the boldness it has had for over two centuries. This strategy is about embedding that boldness at the heart of our collective endeavours to both exploit our opportunities and rise to the challenges we face.

Image courtesy of Marketing Manchester

An ideal for living: our vision and objectives

By 2020, the Manchester city region will have pioneered a new model for sustainable economic growth based around a more connected, talented and greener city region where all our residents are able to contribute to and benefit from sustained prosperity and enjoy a good quality of life.

We will secure our place as one of Europe's premier city regions, synonymous with creativity, culture, sport and the commercial exploitation of a world-class knowledge base.

We will compete on the international stage for talent, investment, trade and ideas.

We will be seen and experienced as a city region where all people are valued and are able to fully participate in and benefit from the city region's success.

We will be known for our good quality of life, our low carbon economy and our commitment to sustainable development alongside our outstanding natural environment.

We will create a city region where every resident, neighbourhood and every borough can contribute to and benefit from our shared sustainable future.

We will continue to grow into a fairer, healthier, safer and more inclusive place to live, known for excellent, efficient, value for money services and transport choices.

We will deliver focused and collegiate leadership of Greater Manchester based around collaboration, partnerships and a true understanding that through collective and individual leadership we are strong.

Manchester is one of the most successful cities in the UK.
We want to become one of the most successful cities in the world.
The priorities set out in this refreshed GMS describe a programme of bold, collective action to help shape that success.

Our response

Our response

The 2009 Greater Manchester Strategy set an ambitious vision for 2020 - to secure long-term economic growth and enable the city region to fulfil its economic potential, whilst ensuring that our residents are able to contribute to and share in that prosperity.

Our vision remains, but we must reassess our approach to achieving it. A precondition is sustainable economic growth, which in turn requires higher productivity from a better functioning labour market. We must increase self-reliance and reduce demand for public services, and ensure that all parts of the city region and its people enjoy the improved opportunities that a stronger economy brings.

The route to growth lies in creating the conditions that make GM a destination for investment, in consolidating the existing business base and in securing a much higher growth rate in key sectors where we have the assets and advantages to succeed nationally and internationally.

The key to sharing prosperity is in ensuring that more of our people are able to access the labour market, remain in work and develop the skills required to progress within that labour market, improving both productivity and self-sufficiency and reducing demand for public services.

The quality of Greater Manchester's places underpins our ability to deliver on both our growth and reform agendas. To attract talent and improve our existing residents' quality of life we must create safe, sustainable, healthy places for our communities to live and build enough houses of the type and tenure needed. Further, we will ensure a more integrated transport network that better connects neighbourhoods with areas of employment and business growth. And we will protect and enhance our natural environment, both to improve quality of life in all of our neighbourhoods and in recognition of its role in economic growth.

The Greater Manchester Strategy sets out a strong, ambitious vision for the city region and is intended to galvanise partnerships across GM, bringing together a range of stakeholders to deliver a shared set of strategic priorities based on the twin themes of growth and reform. We will work closely with those stakeholders – both with government and our local partners – to develop robust implementation plans that will enable us to deliver those ambitions collectively.

Growth

Creating the conditions for growth

Reshaping our economy to meet new, global demands

The global economy is going through profound changes. These changes threaten our prosperity if we fail to adapt to them, but offer significant opportunities if we do. We must anticipate changes in global demand and put in place the economic conditions that position Greater Manchester to succeed.

We must ensure that our offer is informed and driven by investor demand, offering value-based, flexible workspaces that meet the changing demands of investors in locations where the market wants to go. We must put in place the technology offer to support innovation in business products and service delivery across the public and private sectors, supporting the development of creative clusters and centres of research and development. We must build on the benefits of our agglomeration economy to strengthen our Regional Centre, extending it to the east and west, and capitalise on the assets in the 'Manchester Corridor', our central business and education district, critical to the flow of people, goods and ideas through the Greater Manchester area.

We must support our key sectors, those in which we have a competitive advantage, and leverage our assets to grow those sectors further. We have a concentration of critical assets in the health and life sciences sector, including Manchester Science Park, The Christie Hospital and UK Biobank, supporting 163,000 jobs and creating GVA of £4.7 billion. Outside London, Manchester is the UK's main centre of financial and professional services, employing over 190,000 people and generating £9 billion per year of GVA. Our creative and digital sector accounts for 105,000 jobs creating GVA of £4.7 billion each year with national growth opportunities at MediaCityUK and the Sharp Project. Education employs 105,000 people and adds GVA of £3.0 billion per year to the city. The city's five universities have over 100,000 students, the largest concentration of students in Europe. The discovery of Graphene at the University of Manchester is a global growth opportunity.

Creating the conditions for growth

The low carbon and environmental goods and services sector already employs 38,000 people and is one of the fastest growing sectors in the UK. Manchester is an internationally famous sporting city, home to truly global brands in Manchester City and Manchester United, and with firms such as Adidas and Umbro having a strong presence in the city. The wider sport sector now employs 21,000 people. And, despite the decline of the manufacturing sector, over 37,000 people now work in advanced manufacturing in the city region, in firms including Siemens and Holroyd Precision.

We will:

- identify the land offer required for the development of commercial and industrial space that offers flexibility of use and cost efficiency in locations where the market wants to go, supported by the infrastructure required to help businesses to grow and flourish;
- employ a cohesive, structured and evidenced approach to attracting and growing businesses with the greatest growth potential; and
- collaborate with GM's firms to help them expand, working with the grain of their strategic plans to build bespoke initiatives in markets and sectors where GM firms have comparative advantages and existing assets.

St. Werburgh's Road
via Victoria
3033
Metrolink
3033A

Creating the conditions for growth

Delivering an investment strategy based on market needs

Previous investment models are broken; we need to develop alternative approaches to establishing our places as investment destinations. Our investment strategy will be based on a clear understanding of the role and function of places and the offer that those places can make. It will also include an assessment of the infrastructure required to support that offer and a review of the land available to support housing and employment growth.

Our starting point is to identify our strategic priorities for growing the economy and then to develop a pipeline of investment opportunities which are attractive to investors and developers and which drive investment in priority areas for regeneration, thereby creating jobs, aligning the funds that are available to enable them to be delivered.

We will develop a market-facing investment strategy that:

- is based on an understanding of the inherent catchment of areas to identify the offer required and create investment destinations responsive to market demand;
- enables us to work with the private sector to bring forward an appropriate offer on the sites where the market wants to go;
- helps us to create a wider portfolio of sites that are attractive to investors, meet developer requirements and drive investment in priority areas for growth and regeneration;
- is based on a transparent framework to determine investment priorities and maximise the return on investment;
- uses available public funding and assets in the most effective way; and
- applies a key test of sustainability based on private sector leadership of development opportunities, with public sector investment deployed to support this, in accordance with established investment criteria.

Creating the conditions for growth

Revitalising our town centres

Our town centres lie at the heart of communities but are facing a series of fundamental challenges. The growth of e-commerce and large out-of-town retailers has left our town centres struggling to adapt – and this trend is set to continue and accelerate. In fact, the amount of retail space required within town centres is set to contract by nearly a third by 2020. We need to examine the unique characteristics of our town centres and redesign them to both consolidate existing strengths and develop an offer that meets emerging demand.

We will:

- build on the opportunities presented by the changing market to develop an offer that meets emerging demand, including the provision of value-driven flexible work space, access to high-speed digital connectivity and integrated public services;
- establish creative clusters, strengthening the links with educational establishments to create pathways to business incubation and job creation;
- broaden the range of investment and activity in our town centres through investment in the public realm and the physical and natural environment and through diversifying the day- and night-time economies to include a safe and welcoming residential, leisure and hospitality offer;
- maintain a critical mass of activity within the town centre cores, supporting shopping centres at risk, fostering the growth of independent traders and reducing operating costs;
- provide the right organisational support and capacity in terms of staff and expertise and financial investment;
- provide direct financial support, through our market-facing investment strategy; and
- develop and implement investment models and toolkits to support local authorities as they work with landlords and address issues such as vacant units.

Image courtesy of Manchester Pride

Creating the conditions for growth

Creating the spaces and places that will nurture success

Greater Manchester must be competitive, and this involves ensuring that land is available in locations that are attractive to the market. Failure to provide appropriate sites in areas where the market wants to invest, both for housing and employment uses, could mean losing development and investment to other areas. Our approach to investment represents a definitive move away from a grant culture to a self-sustaining investment approach founded on the ability to secure the benefits of local growth – our Enterprise Zone is a demonstration of this. We need to understand the role of our places and the relationships and connections between them to ensure that we take an informed, integrated approach to spatial planning across the city region.

We will develop a GM approach to meeting future housing and employment land requirements, based on:

- an understanding of existing and future requirements based on the type of growth forecast and market demand for both employment and housing land; and
- the development of spatial options to meet that demand based on viability, strategic fit, transport and other infrastructure implications.

Creating the conditions for growth

Stimulating and reshaping our housing market

Greater Manchester has seen a dramatic decrease in new housing completions since the peak of the housing market in 2007 – new supply is running at around 3,000 per annum rather than the 9,000-10,000 we need. A lack of available mortgage finance and difficulties in accessing development funding (problems common across the country) are the key barriers to overcome. Each passing year of under-delivery adds to the pressure on the existing housing supply, making it more difficult for new and existing households to find and afford homes that fit their needs and aspirations.

Adding to the pressure, the average annual household energy bill is approaching £1,300 and nearly a quarter of a million households are in fuel poverty. Transforming existing stock and using new housing development as a catalyst for low carbon infrastructure will be key to providing healthy, safe, warm and affordable homes.

GMCA has committed to a target of 9,200 new homes per year by 2015, and retrofitting 25,000 each year. We also recognise the employment and economic gains to be secured from a restored house building and retrofit programme.

We will continue to drive new thinking and innovation to ensure that Greater Manchester offers existing and potential residents a place to live that meets or exceeds their expectations and which they can afford.

We will promote housing growth through three inter-related work programmes, overseen by our innovative Housing Investment Board, which brings together key decision makers from GM and the Homes and Communities Agency. Our three work programmes are: creating new development models; tackling financial barriers; and easing the development process in Greater Manchester.

We will:

- test new business models based on building new homes for market rent;
- work on products which offer alternatives to the traditional mortgage as routes to home ownership; and
- ensure our land supply continues to offer deliverable opportunities, including on public sector land; and seek alternative sources of investment in new housing, including institutions such as pension funds.

We are also improving the quality of existing and new housing stock by promoting energy efficiency investment measures to eliminate fuel poverty and make our houses healthy, warm, affordable and fit for purpose in a low carbon economy. This will be complemented by initiatives such as the successful Energy Switch campaign.

Creating the conditions for growth

Crafting a plan for growth and infrastructure

It has long been recognised that infrastructure[1] drives competitiveness and economic growth by increasing productivity, reducing costs and extending the reach of business. However, infrastructure planning traditionally has been carried out on a site-by-site basis and the UK's financial, political and planning systems have no experience or expectation of a place-based co-ordinated programme of capital investment.

Different parts of GM will experience different pressures according to their geography, history and population. Within GM, strategic economic priorities and infrastructure 'pinch points' are frequently found together. By building on the principles in the GM Transport Fund, recognising the interconnectivity and interdependency of different forms of infrastructure and targeting interventions, we will ensure that ongoing growth and the priorities outlined in the GMS are delivered sustainably. This will enable GM to:

- match the scale and distribution of infrastructure investment in a more planned, co-ordinated and cost effective way for long term benefit;
- identify an agreed and shared set of infrastructure priorities, supported by all GM districts;
- future-proof investment to ensure that next generation energy requirements are met and that infrastructure provision remains fit for purpose over the coming decades; and
- explore the use of funding mechanisms such as the UK Guarantees scheme, an 'Earn Back' model, the Community Infrastructure Levy and a joint venture with Green Investment Bank to address infrastructure barriers, supporting the delivery of major investment projects.

We will:

- prepare an integrated infrastructure plan (by mapping the investment needed in current and new infrastructure against 'growth' locations) to support resilient low carbon growth;
- develop new ways of funding infrastructure investment to support growth, including the UK Guarantees Scheme, an 'Earn Back' model and the Community Infrastructure Levy; and
- implement a place-based, co-ordinated and prioritised programme of investment.

1 Critical infrastructure includes utilities, digital, energy, water and green infrastructure

Creating the conditions for growth

Improving connectivity locally, nationally and internationally

Greater Manchester has consistently placed connectivity and transport investment at the heart of our economic strategy. We will continue to focus investment on the city region's strategic transport network to further enhance local, national and international connectivity. This investment strengthens and widens GM's labour market, which is critical to our future success and enables GM businesses to reduce costs by moving people and goods more quickly, easily and reliably.

There is already significant investment in our transport network, both underway and planned, which will deliver a transformational step-change in connectivity:

- the initial £1.5 billion Greater Manchester Transport Fund (GMTF) includes new Metrolink lines, transport interchanges, rapid bus system developments and strategic highway schemes. It is estimated to deliver an increase in GVA of £1.3 billion per annum by 2021, whilst also securing improved access from the most deprived communities and carbon benefits;

- The 'Earn Back' model provides scope to extend GMTF spending power by up to a further £500 million by 2020, enabling the delivery of further transport priorities that offer significant GVA potential, such as the Metrolink extension to Trafford Park and funding for SEMMMS (the A6 to Manchester Airport relief road), which will deliver enhanced access to the Airport City Local Enterprise Zone;

- The Local Sustainable Transport Fund provides over £50 million investment in active travel, smarter choices and intelligent transport technologies, which aims to at least double the levels of commuter cycling in Greater Manchester and enable all commuters to make more sustainable choices in how they travel;

- The £560 million investment in the Northern Hub rail scheme, scheduled for delivery by 2019, is estimated to have an economic impact of £2.1 billion each year across the North of England;

Creating the conditions for growth

- the second phase of High Speed Rail, scheduled for 2033, offers a GVA boost of £1.2 billion per annum for the Northern economy, with the Piccadilly and the Airport stations poised to deliver massive growth and regeneration benefits for the wider area; and
- Manchester Airport, which provides direct employment for 19,000 people and has an estimated annual £1.7 billion impact on the UK economy, will continue to act as a major driver of future growth, both directly through the Airport City Enterprise Zone and through the development of new trade routes in support of GM's target export markets.

The creation of the Combined Authority provides greater capacity to further enhance and integrate our strategic transport network. Key opportunities include:

- securing greater control over the development of rail services through refranchising to ensure that rail service provision is clearly aligned to support the economic priorities of GM and the North of England;
- innovative arrangements for highways coordination and collaboration, in partnership with all ten highway authorities and the Highways Agency, to maximise the efficiency of the highway network; and
- establishment of future strategic freight interventions across road, rail and water, in support of strategic economic growth points such as Airport City, Trafford Park and Port Salford to best align the activities and investment priorities of the commercial and public sectors;

We will:

- continue to invest in GM's strategic transport network to link people and neighbourhoods with jobs, and businesses to their supply chains and markets;
- ensure businesses and residents can take advantage of improved transport connectivity to access education, training and employment opportunities across GM through ongoing public transport service development work, further review of travel pricing and the roll-out of smart travel technologies;
- continue to work closely with local authority partners and businesses to ensure that local public transport and active travel provision, supported by recent and planned interchange investment in a number of locations, best supports the regeneration of our primary town centres;
- develop new technologies to provide smart ticketing and real time travel information systems that enable commuters to secure full network benefits of the transport system, and which delivers network efficiencies and environmental sustainability; and
- explore new technologies and systems, such as the electric vehicle charging programme, to reduce reliance on fossil fuels and enable the acceleration of electrification of rail, freight, public transport and private vehicles; and
- deliver a step-change in smarter travel choices and active travel (cycling and walking).

Charging Station
Electric Vehicle
Charging Point
1. Park your electric vehicle in the allocated bay.
2. Scan your card on the charge point or enter the charge point reference number into your app.
3. Follow the on-screen instructions to charge your vehicle.

Creating the conditions for growth

Placing our city region at the leading edge of science and technology

The world is changing rapidly. The growth of emerging economies such as China and India and global trends such as urbanisation, an ageing population, climate change and scarcity of natural resources are happening at an unprecedented pace and scale. Productivity will be driven by the next generation of advanced products that respond to changing global demand. The winners will be those who can create and produce the multi-purpose technology that makes those products possible.

Greater Manchester's leading experience in urbanisation, agglomeration, and technological evolution puts it in a strong position to anticipate that growing demand and to adapt itself to supply into it. Science, technology, and research and development are at the heart of Greater Manchester's plans for growth.

Our assets include:

- world-leading research and development in areas including advanced materials, health innovation including data intensive healthcare, energy including nuclear, biotechnology, high performance computing and chip design, and interactive technology and robotics. These technologies can be exploited to produce the next generation of industrial products across sectors, be they electric cars, smart energy networks, mobile phones or medical devices;
- the people, organisations and networks surrounding the research excellence that allow ideas to be taken 'from lab to market';
- the Nobel-Prize-winning discovery and commercial exploitation of Graphene, the strongest, lightest substance known to man. This is the clearest manifestation of our expertise in advanced materials, which is being supported through the development of a £61 million Graphene Hub; and
- one of the world's largest clusters of health research, practice and commercial development, along a corridor area that is home to Manchester's universities, hospitals, science park and innovation centres. Greater Manchester's scale and access to demand information via the NHS gives us one of the world's largest test-beds for research. Products developed in Greater Manchester via these routes, such as Christie's Proton Beam Therapy service*, indicate the scale of the future economic potential.

*Value of £150 million, estimated GVA £10.7 million after 5 years (100 employees) plus additional GVA of £2.4 million.

Creating the conditions for growth

Our growth strategy will focus on how our public, private and academic institutions can act collectively to translate our science and technology assets into additional economic output for Greater Manchester and the UK.

Using an evidenced understanding of the science and technology assets required by a changing global market, we will focus on our core research strengths to meet the needs of that market and maximise economic impact.

We will:

- increase the profile and credibility of GM science;
- expand and accelerate the commercialisation of research;
- improve GM's science and technology skills base;
- increase entrepreneurship and business growth;
- improve the productivity of our existing science base; and
- bring public, private and academic institutions together to commercialise research and development at pace and scale.

Creating the conditions for growth

Building our global brand

A distinctive sense of place is a critical factor in attracting talent, investment and visitors. The visitor economy alone is worth over £5.8 billion a year to Greater Manchester, and in the last year more than 3,000 jobs were created as a result of inward investment.

Each part of Greater Manchester has unique selling points – its diverse communities, landscape, places, tolerance and welcoming nature are key assets. From the shock city of the Industrial Revolution to MediaCityUK; from physicist James Joule to the computer pioneer Alan Turing; from the Free Trade movement to the political heritage of Peterloo, the co-operative and trade union movements; from the Hallé to the Stone Roses; from Fred Dibnah to Anthony Wilson; from Fred Perry to the sporting successes of the Velodrome, Amir Khan and premier league football – Greater Manchester has been the formative environment that continues to generate unique and distinctive traditions, cultures and people.

This diversity of our assets can attract people to GM and investment in our cultural and heritage offer is a key driver of innovation and growth. Focusing on both the creation and promotion of genuinely distinctive elements of Greater Manchester's offer will serve to raise our profile within priority national and international markets. We have a strong story to tell, but it is not only our past that has relevance. Recent developments, such as the Manchester International Festival, have made a significant global impact and the discovery of Graphene showcases our strengths in innovation.

Perceptions of our city region have been improving over recent years, but there is still more to be done. In 2011, Manchester was ranked 29th in the Anholt City Brands index, assessed against 50 international cities. This saw us move ahead of Dubai and Dublin, pull an extra three places clear of Edinburgh, and close the gap on Brussels and Chicago.

Creating the conditions for growth

Visitor numbers have been increasing, with figures for 2011 showing a 22% increase in domestic visitors to 2.6 million, and an increase in international visitors of 15% to 936,000. Growth in leisure visitors has been particularly strong, demonstrating the strength of the events programme and the wider visitor offer, as well as the impact of co-ordinated, multi-channel marketing activity, led by our own Marketing Manchester team. This, in turn, offers significant potential to grow our hospitality offer.

Manchester's profile as a business destination is also rising, with the city named as the most competitive business location in Europe by KPMG in 2012. In the financial year 2012-13, just over half of successful projects and 70% of jobs safeguarded, created or relocated were a result of foreign direct investment.

We will:

- continue to forge a distinctive sense of place for Greater Manchester focusing on the quality of our business, cultural and lifestyle offer, led by and drawing on the expertise of Marketing Manchester;
- work with key private and public sector stakeholders, focusing on our strengths and creating targeted, high impact multi-channel marketing campaigns that showcase Manchester as a destination to live, visit, study and invest;
- attract international conferences and deliver high quality mass spectator and mass participation events;
- improve the skills of the hospitality and tourism sector's workforce to support the development of our world class visitor economy; and
- create an ambassador network that reflects the ability of Greater Manchester to grow, attract and retain talent, and equip them with the tools necessary to promote the city region.

Supporting Business

Image courtesy of Jonty Wilde / Marketing Manchester

Supporting Business

Supporting business growth with a strong, integrated offer

We will engage with businesses more proactively and effectively through our business-led Growth Hub, ensuring that available resources are targeted on effective support for inward and indigenous investing firms, on attracting more entrepreneurs, start-ups, capital and talent, and on accelerating the growth of the 90,000 businesses with the greatest potential to expand. With proper incentives, firms that are already successful could become even more so.

Working with partners such as the GM Chamber of Commerce and other organisations which support business growth, the Growth hub will target activity on businesses with growth potential and SMEs, which provide most of Greater Manchester's private sector employment and economic output. This requires a private sector-led joining up of the various skills, business support, trade and investment services available to Greater Manchester's firms, as well as a common focus on a bespoke, agreed and evidenced plan for support. This plan will be driven by the global market opportunities that offer the greatest trade and investment prospects and which respond to Greater Manchester's particular strengths, building on our domestic and international assets.

We will:

- through the Growth Hub, we will make it simpler for businesses to access the support they need by creating a differentiated business support environment, driven by the needs of local, national and international employers;
- use specialist advisors to provide a cohesive, structured and evidenced approach to attracting and supporting businesses with the greatest growth potential and helping our SMEs develop and grow;
- help businesses to access finance, through advisory services and through the development of a comprehensive suite of publicly supported alternative debt and equity finance products, specifically designed to encourage business start up and growth;
- encourage businesses to support each other through mentoring programmes and growth groups;
- offer specialist help and advice to promote business innovation and the adoption of superfast broadband technologies;
- provide specific support to manufacturers

Supporting Business

and their supply chains;

» work with Government departments and their contractors to enhance the impact of national programmes in GM, including Growth Accelerator, the Technology Strategy Board's SMART and Innovation Voucher programmes and the Growth Voucher programme for which we will seek to establish GM as a pilot site;

» encourage business start-ups with growth potential and social enterprise start-ups in deprived communities;

» extend and deepen the international trade, investment and connectivity of GM's businesses, building on existing links and assets;

» use our engagement with GM businesses to understand their skills, workforce development and employment needs in order to develop, on a multi-agency basis, holistic packages of support; and

» create pathways between our education systems and the workplace, supporting the development of long-term relationships between schools, colleges and GM business to grow the ambitious workforce employers require as our economy strengthens and expands.

Supporting Business

Improving our international competitiveness

With an economy worth £48 billion, a population of 2.6 million people, and over 90,000 successful businesses, Greater Manchester already competes on a global scale. It also has a strong track record in securing foreign direct investment, with its share of the UK market rising strongly from 3.4% in 2005-06 to 5.9% in 2009-10, well above the regional average and GM's relative contribution to the UK economy (of 4%). In an increasingly global economy, it is vital that more firms in GM establish international trading and investment and that we secure more inward investment. However, evidence suggests that GM firms are less international than expected for a conurbation of its size, and there is significant scope to increase connectivity and further open GM's economy to foreign trade and investment opportunities.

We need to do more to exploit our potential. We need more businesses to sell their goods and services overseas, more investment from overseas, and closer collaborative research links with other innovative economies.

GM must make improved use of its international assets. This includes Manchester Airport, its international brands, and the trading and investment of GM-based large firms. Key sectors where we have a comparative advantage to be exploited and accelerated include health and life sciences, financial and professional services, creative and digital, education, sport, culture and heritage and advanced manufacturing (including low carbon technologies).

The Greater Manchester Internationalisation Strategy identified six priority markets based on the size of their economies and future growth prospects; the extent of their sectoral strengths; the ease of doing business in them; and whether they have any existing ties with GM. Those priority markets are the USA, Europe, China, India, the United Arab Emirates (UAE) and Brazil.

There is already significant public investment in this agenda but more integration and focus is needed on how public funding is invested – GM needs to work more closely with key partners to develop a deeper and more co-ordinated approach.

We will:

- maintain at least the level of international activity with the main current markets of Europe and the USA, given the size of those markets and the strong relationships that already exist;
- develop robust and tailored arrangements to radically increase international activity with the growth markets of China, India, Brazil and UAE; and
- explore new partnerships, building on our asset base, to co-ordinate our approach to investment, enabling us to penetrate these markets.

Supporting Business

Seizing the growth potential of a low carbon economy and increased resource efficiency

Greater Manchester has long recognised the importance of securing a rapid transition to a low carbon economy. We know that cities that move swiftly to adapt to a changing climate will be more competitive, less vulnerable and better prepared to seize the benefits of transition to a low carbon economy. The Stern and Greater Manchester's Mini-Stern reports identified that early action was the most cost effective way to reduce risks and increase skills, jobs and growth.

Nationally, the UK green economy is worth £122 billion, it employs 950,000 people, and is the sixth largest green economy in the world (first when it comes to green financing). This is a high GVA sector with strong exports to emerging markets and strong growth forecasts. Existing low carbon sector businesses need support to increase their export potential, and businesses in other sectors need support to diversify into the low carbon market.

Rising energy costs are a significant pressure for businesses and they stand to make significant savings by adopting new models of resource efficiency. Applying these models will also help to build a local market for low carbon goods and services, creating a stable platform from which companies can diversify into and/or grow from. We have identified a pipeline of game-changing low carbon projects and, through our joint venture with Green Investment Bank, we will increase our capacity to support the public and private sectors in bringing these forward, creating local market demand for low carbon energy and digital infrastructure.

Cities function as systems. They involve complex interactions between individuals, markets infrastructure networks and public services. The success of the whole is dependent of the performance of the weakest link in the chain. Successful cities will be those that are able to increase standards of living while reducing the consumption of non-renewable resources and minimising waste. Despite the decision to locate the Future Cities Demonstrator project outside of Manchester, we are committed to exploring other ways to pioneer a truly smart systems-based approach to low carbon city management.

Even if the significant carbon reductions needed to avoid catastrophic climate change are implemented, drastic increases in extreme weather events will occur. We need to improve our resilience, protecting our vulnerable communities and economic assets from these changes and plan for a future in which the availability and price of resources is substantially more volatile and challenging.

Supporting Business

We will:

- develop GM as a 'low carbon hub' to seize the opportunities of a low carbon transition and catalyse delivery of our target to reduce our carbon emissions by 48% by 2020 from 1990 levels;
- build on our existing unique partnerships with government, the private sector and the Green Investment Bank to position GM as a pioneer low carbon city region by applying new technologies and innovative solutions and improving the integration of our systems;
- implement a focussed approach to significantly improve the energy performance of existing and new building stock;
- through our joint venture with Green Investment Bank, create and support the delivery of a pipeline of investable low carbon projects and programmes with business partners and investors to create local market demand and develop resilient low carbon energy and digital infrastructure, including energy generation, smart systems and heat and cooling networks;
- build on the award-winning ENWORKS programme to help businesses to deliver energy and resource efficiency opportunities within their companies and supply chains;
- change how we buy and use energy, beginning with a GM-wide energy switching scheme;
- engage with people across Greater Manchester to help them gain the carbon literacy they need to adopt more sustainable lifestyles;
- support growth in GM's low carbon goods and services sector through supporting existing businesses to diversify, linking demand for low carbon goods and services with local suppliers and helping existing low carbon sector businesses to access national and international markets;
- review and implement the findings of the University of Manchester's leading edge 'Ecocities' work on climate adaptation to ensure that the city region is resilient to the changes in our climate that we know are now unavoidable;
- invest in our green and blue infrastructure to help us to achieve our carbon reduction targets and protect our urban environment from the impacts of a rapidly changing climate;
- develop skilled workforces which are better equipped to access global and low carbon employment markets, and provide leading edge skills training to deliver our own low carbon transformation; and
- integrate information from cross-sectoral and cloud sources to enable analysis that will help to create an open access data marketplace from which innovative end-customer and business applications can be developed and marketed.

Reform

Worklessness and skills

GM is the largest UK economy outside London. However, many people and places across GM are excluded from the opportunities that this presents, resulting in too many individuals and families living in poverty. Skills lie at the heart of this challenge, with 12.6% of residents having no qualifications, leaving them ill-equipped for the modern economy. There are also over 300,000 families claiming tax credits, of which 230,000 are in work, at a cost of £1.5 billion each year. GM also has a comparatively low skilled workforce which accounts for three-quarters of the difference in productivity between GM and the UK average.

We are currently spending far too much on the costs of failure – costs are moved around the system, the core problems are not being tackled and overall spending does not reduce. Our analysis suggests total public spending in GM (around £22 billion) is increasing. Decreases in spending by local authorities, the police and others have been offset by increases in the costs of welfare benefits and, to a lesser extent, acute care.

We must put in place the right kind of support to help our residents access the opportunities presented by growth, to take part in training and employment, and fulfil their potential. This includes working with some of most hard-to-reach residents, for whom participating in employment and training is not the norm.

Encouraging greater self-reliance in these residents through supporting them back to work and by increasing skills levels is a theme that runs throughout our public service reform programme. But it will not be sufficient to simply provide the basic skills required for the labour market, or we will simply flood that market and risk reducing average wages at a time of recession. We must support people in their progression within the market to access better quality, more highly skilled employment opportunities.

By putting employers at the heart of the skills system, we will ensure more employers are able to secure the training they need, secure greater employer leadership of, and investment in, skills, and enable more local people to gain the skills they need to access employment.

Growing and adapting the labour market through early, joined-up interventions will ensure that GM residents are able to contribute to and benefit from sustained prosperity. It will also have a positive impact on employment levels, average wages and total wage income, boosting the tax income generated in GM workplaces and by GM residents.

Worklessness and skills

Delivering an employer-led skills programme

Employers have a critical role to play in influencing the provision of training and investing both their own and public funds in their workforce, to meet the demands of a changing economy. However, the opportunities available to employers are currently limited. Through the Greater Manchester Skills and Employment Partnership we will bring employers together with providers and government agencies to narrow the gap between what employers want and what the skills system is able to deliver.

We will work extensively with employers and employer networks, colleges, training providers and schools to develop new, employer-led forms of skills delivery. Our initial focus will be to meet the current and future needs of our key growth sectors. We will ensure that residents are supported to take advantage of the opportunities arising in these sectors, as well as opportunities in sectors such as retail, logistics and hospitality and tourism that are large employers of local labour.

Our ambition is to put Greater Manchester in a position where the skills of its population and the quality of its skills infrastructure forms a key competitive edge for the city region – developing and maximising the potential of our residents, attracting talent, stimulating investment and maximising growth.

We will:

- radically improve the involvement of employers in the design and delivery of skills programmes;
- work with employers to better understand emerging skills requirements over the next 5-10 years;
- work with employers to address gaps in leadership and management skills so that all businesses are able to reach their growth potential;
- work with colleges and training providers to ensure that they understand and are able to respond to employer needs via new programmes and collaborations;
- stimulate employers' own investment in skills alongside that which is publicly funded over the long term, including the creation of new apprenticeships; and
- work with the relevant agencies to ensure that public funding is best targeted at provision which supports the skills our economy needs.

Image courtesy of Bolton MBC

Worklessness and skills

Preventing and reducing youth unemployment

Youth unemployment remains the most important labour market challenge facing Greater Manchester. Even during periods of sustained growth, high levels of youth unemployment have dogged the GM economy. We need to ensure that all young people in GM are able to make informed choices about their learning to support their progress from classroom to career.

Addressing youth unemployment requires co-ordinated action across a wide range of organisations, led by the Skills and Employment Partnership, to broaden the opportunities available to young people and ensure that they can compete more effectively in a difficult labour market.

We will ensure that all young people in Greater Manchester:

- have better access to high quality, impartial, information, advice and guidance to develop sound employment aspirations and make informed education and training choices, including apprenticeships;
- leave education or training with the basic 'employability skills' that employers seek;
- participate in learning until at least age 18 and achieve a level 2 in English and Maths by 19 years of age;
- are better able to progress from classroom-based vocational learning to training delivered in the workplace, primarily apprenticeships; and
- are able to access an increased number of jobs, apprenticeships and work experience openings.

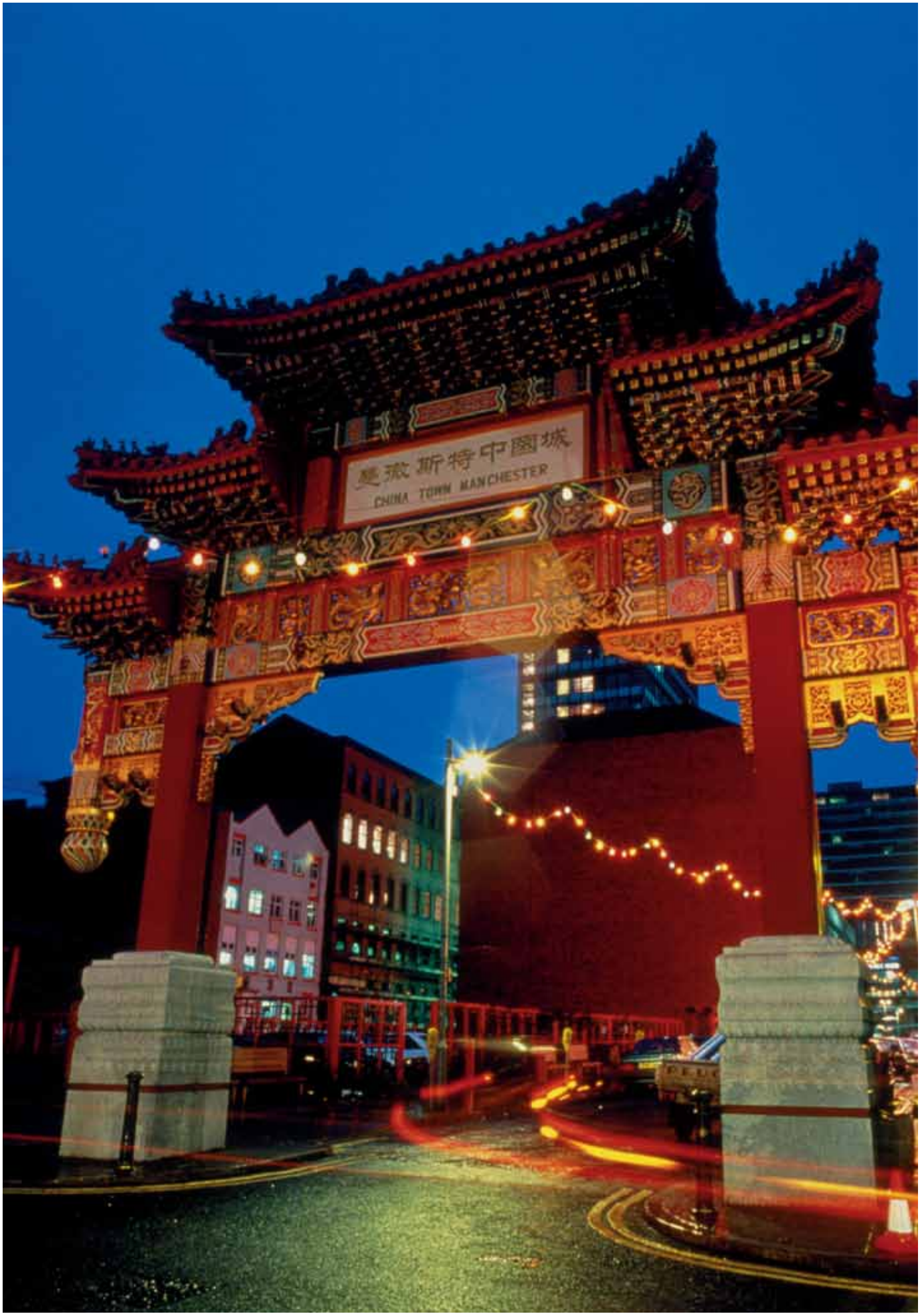

Image courtesy of Marketing Manchester

Worklessness and skills

Delivering an integrated approach to employment and skills

For Greater Manchester to reach its economic potential, more unemployed residents need employment and to progress into higher skilled, higher paid roles. Rates of economic inactivity – mainly ill-health related – amongst the working age population is a key cause of GM's productivity gap.

Reductions in national welfare budgets may reach £27 billion and the introduction of Universal Credit, which will impact on 40% of all GM households, will herald the most significant shake-up of the welfare system since the Second World War. They will also present a significant opportunity to improve the support and engagement of our residents – both the unemployed and those reliant on in-work benefits – to enter work and progress to higher paid roles.

Through our public service reform programme, services will need to be integrated wherever possible to maximise the impact of finite resources on a very large cohort of residents, many of whom experience complex barriers to employment. The collaborative design and delivery of this programme with a range of partners will ensure that the reform programme is as effective as possible.

To support more GM residents into good quality, sustained work, we will:

- develop a better understanding of how interventions across welfare to work, skills, health and local government can work together to improve employment and skills performance;
- improve our understanding of the impact of different interventions on claimants, learners and families (including the differential impacts on those from the most disadvantaged groups), so we can most effectively support the journey for more people towards sustained employment;
- test whether different approaches to funding and investing in delivery can achieve improved self-reliance and reduced costs to the taxpayer – including testing funding and other policy flexibilities to understand labour market impact;
- design a delivery and investment model which addresses the current gap in provision for those residents within the Employment and Support Allowance cohort: supported by the principles of a family-based approach (where appropriate), with sequenced and evidence-based interventions;
- ensure that investment in our strategic transport network links people to jobs, and that we work with transport providers to improve access to key employment sites;
- seek to co-design the successor to the Work Programme with the Department of Work and Pensions; and
- support employers to recruit from priority groups via high quality pre-employment and post-employment support.

Building Independence and Raising Expectations

Encouraging self-reliance and reducing demand through public service reform

In Greater Manchester we are using the term 'Public Service Reform' to describe a collaborative and ambitious programme with two linked aims:

- to re-design public services to build the independence and self-reliance of GM's residents; and
- to collaboratively invest in public service interventions to help all GM partners sustainably reduce demand for their services.

These reforms are expressly designed to encourage families, individuals and communities to lead more productive and fulfilling lives.

Our ambition is for GM to become a net contributor to the public finances. Becoming a net contributor will indicate that GM's public sector resources are being spent productively to help GM residents become more independent and self-reliant, as well as contributing more to tax revenues. We currently contribute around £5 billion less in total tax each year than we spend on a range of public services. Total public spending is around £22 billion per year – a figure that has not decreased in real terms since 2009, despite the cuts. Reductions in spend by local authorities, police, the fire services and others have been offset by increases in the benefits bill.

Public Service Reform is about transforming our public services and sustaining that change over time. The core principles of reform are:

- integrate, co-ordinate and sequence all public services into bespoke packages of support for families and individuals - in the right order and at the right time;
- choose interventions with the strongest evidence base; and
- take a family-based approach, not just focus on the individual to effectively influence behaviour to ensure the greatest chance of success.

This differs to previous attempts at partnership working as it focuses on the joint investment of resources and the importance of robust evidence to inform investment decisions. Working in this way will improve outcomes and mitigate the worst impacts of the cuts on communities.

In October 2012, Greater Manchester worked with a team of senior civil servants seconded from eight government departments to produce business cases for reform. These are now being implemented during a five-year programme of Public Service Reform across Greater Manchester.

Building Independence and Raising Expectations

Local Implementation Plans have been developed in each of the ten GM districts covering the following four priority themes:

Early years: helping all 0-5 year olds to get the best start in life, to be ready for and successful at school through integration of health visits, immunisations, dental checks and targeted support where appropriate;

Troubled families: a whole family approach to integrate all public services into bespoke packages of support for 'troubled' families, reducing anti-social behaviour, improving school attendance, and helping parents overcome barriers to work;

Transforming justice: reducing offending and re-offending levels by integrating packages of support for individuals when they are arrested, sentenced and before they are released from custody;

Health and social care: improving out of hospital care by developing integrated health and social care services built around primary care and focused on reducing avoidable hospital admissions and nursing/residential care (in the context of a proposal for a clinical-led reconfiguration of hospital services to deliver best quality outcomes from 'once in a lifetime' events);

Addressing worklessness and low skills is at the heart of our strategy and runs through each theme, with a particular emphasis on helping families to be independent and self-reliant by supporting them to find and sustain work, and receive the skills support they need to flourish at work.

Building Independence and Raising Expectations

Real evidence is now emerging about the impact that reform can have on individuals, families and communities. The issue is how we accelerate the pace and scale of reform to have a transformative impact on places, as has been achieved in areas like Moss Side and parts of East Manchester. This means listening to people in communities and neighbourhoods about how best to tailor public services to their needs, not imposing one-size-fits-all solutions.

The examples covered in the pilot above are estimated to save around £270 million over five years. That is a strong start, but only a small part of the challenge we collectively face across GM. We must forge stronger links with the community and voluntary sector, which is well-placed to facilitate the co-design and, in some cases, the delivery of these programmes and is a significant employer in its own right, providing work placements, delivering services and promoting volunteering opportunities to GM's residents. It also works alongside other agencies to create a positive environment for GM's residents and visitors, and promotes economic and social inclusion.

Greater Manchester is continuing to work with government on a place-based approach to growth and reform. Reform makes sense for GM, but a new relationship with government could significantly accelerate progress. This will mean Whitehall letting go, not controlling from the centre, and budgeting on a place basis, not through departmental silos.

Key changes are required. All local partners must have greater certainty over their budgets for between three and five years, not one or two years. Only then can they invest in reforms that will take time to generate change, and provide assurance that we can retain any additional savings achieved for long enough to be reinvested.

We will:

- implement a five-year programme of Public Service Reform across Greater Manchester;
- work with government on a place-based Growth and Reform framework to transform the scale and pace of progress; and
- jointly invest resources on the basis of the strongest evidence about how reform will change behaviours and improve outcomes across each theme.

Building Independence and Raising Expectations

Improving early years

In total, 40% of children in GM were not 'school ready' when they were assessed towards the end of reception class in 2012. This could set them off on a negative trajectory, with poor social, communication, emotional and behavioural skills meaning they are likely to fall behind from the outset. Without the right support, by the time they are teenagers, these children are more likely to engage in anti-social behaviour and leave school with poor qualifications, contributing to GM's low levels of economic activity and weak skills base.

The crucial period for child development is between late pregnancy and three-years-old, by which time a child's brain is 80% functioning. Current early years services are fragmented, fail to see the whole picture of a child's development, and often only identify problems once they become observable and serious – at which point they are harder and more costly to address.

From 2015, we will support all parents to give their child the best possible start in life, laying the foundations for life-long success through:

- improved universal services with better advice for parents;
- a 'whole child' and 'whole family' approach that recognises the wide variety of factors that impact on a child's development;
- early identification of risks by means of assessments;
- a suite of evidence-based targeted interventions for all families who need them;
- a GM-wide approach to improve the sufficiency of high quality childcare, notably to meet the government targets to extend the 15 hours of free funded daycare for two-year-olds to 40% of the population by September 2014; and
- encouraging and helping workless parents to access education and training so they move towards work as the most sustainable route out of poverty, linking with the ethos of Universal Credit.

Building Independence and Raising Expectations

Working with troubled families

Using the Government's definition there are estimated to be 8,000 troubled families in GM. Despite significant efforts across agencies, programmes, professionals and initiatives, there has been limited success supporting these families towards independence and self-reliance. Partners in GM have developed new local delivery models, providing bespoke packages of integrated support to whole families, within a co-ordinated GM Framework. The costs, benefits and impact of these new ways of working are being tracked and current estimates suggest that, for a total additional cost of £138 million across the total cohort in GM, benefits of £224 million can be realised – around half of this will be cashable savings.

All GM districts will:

- deploy troubled families programmes in line with the principles of the GM new delivery model;
- monitor impact and collect evidence to ensure that the value of local delivery models can be compared and effective approaches can be scaled up where possible;
- work together to collectively commission interventions and workforce development and training where this adds value to local approaches; and
- work together to develop new investment models in order to sustain new ways of working, and apply the same principles to working with families with complex needs beyond the definition of troubled families.

Building Independence and Raising Expectations

Transforming the justice system

Crime has fallen across GM over the last decade, but is still above the national average with 82.5 offences per 1,000 population compared to 73.4 nationally. Offending has a significant impact on employment, homelessness, parenting and early years (a quarter of young men in custody are fathers) and health (with over half of offenders having mental health, drug and alcohol problems). Our approach sets the path towards significantly reducing offending and re-offending rates through managing down demand across key points of the criminal justice system – the point of arrest, sentence, release, and prevention before people offend.

We will complement the Ministry of Justice's (MOJ) Transforming Rehabilitation proposals and develop investment agreements that build on the MOJ Payment by Results rewards.

We will implement a series of interventions, including:

- police custody triage: an initial screening and assessment process of those who enter custody. All districts now have a best practice model of youth triage in which offenders are rapidly assessed and referred into support services that prevent future offending. A women's triage pilot has been successful and will be rolled out as part of the Women's Centre's New Delivery Model (NDM);
- intensive community orders: districts have responded to consultation and the NMD will be rolled out in a further six centres. This will scale-up current provision from 150 young people in Manchester and Salford per year, to 650 young people and 40 women per year;
- roll-out the NDM to ten local Women's Centres by Summer 2014;
- extend the provision of resettlement support to the key establishments holding around 1,000 15-21 year olds and women offenders from GM (even where those establishments are physically located outside GM);
- roll-out Neighbourhood Justice Panels and restorative justice;
- drive forward Integrated Offender Management Models that link with other Public Sector Reform themes including troubled families;
- develop approaches to deliver Offender Management and intervention to the under-12 month custodial sentence cohort of offenders; and
- seek to work with the incoming new Transforming Rehabilitation prime provider to share outcomes and the proceeds of success.

Building Independence and Raising Expectations

Reforming health and social care

We have an opportunity to transform health and social care services in order to promote independence, improve wellbeing and build upon the assets that exist within our communities.

Partners in GM agree that the future health and social care system will look substantially different and have agreed the following principles:

- people can expect services to support them to retain their independence and be in control of their lives, recognising the importance of family and community in supporting health and wellbeing;
- people should expect improved access to GP and other primary care services;
- where people need services provided in their home by a number of different agencies they should expect them to be planned and delivered in a joined-up way;
- when people need hospital services they should expect to receive outcomes delivered in accordance with best practice standards with quality and safety paramount – the right staff, doing the right things, at the right time;
- where possible, we will bring more services closer to home;
- for a relatively small number of patients (for example those requiring specialist surgery) better outcomes depend on having a smaller number of bigger services;
- planning services will take account of the sustainable transport needs of patients and carers; and
- services in some local hospitals may change, but no hospital sites will close.

The health and social care system in GM comprises nearly one-third of public service spend in GM. There have been significant service improvements in recent years, but too many people still receive relatively fragmented services, not best in class outcomes. Demand is also increasing, in part as a consequence of medical advance and the ageing population, and the system increasingly appears financially unsustainable.

These challenges highlight two interdependent objectives and require exceptional cross-sector leadership. Firstly, GM requires commitment to substantially improve out of hospital services to reduce unplanned admissions to hospitals and other care institutions. Secondly, GM requires a clinically led reconfiguration of some acute services, particularly non-planned ('non-elective') services such as acute surgery, urgent and emergency care, and women's and children's services that will deliver better outcomes. This reform is required for reasons of clinical safety, but also to unlock resources that can be better focused upon out of hospital care.

Building Independence and Raising Expectations

Improving out of hospital services requires high quality partnership working through local health and wellbeing boards, between stakeholders (including the local authorities and the local clinical commissioning group (CCGS)), and providers of health and care services (such as social care and housing). Work is already underway to develop models of integrated health and social care at a scale and pace never previously attempted. A core component of this is improved primary care services, and the GM area team of NHS England are working with local partners to bring about this change. We will also need to develop new financing and contracting models that secure a shared stake by local partners to improve outcomes for patients and users.

We are proposing a co-ordinated programme of work, co-designed with Government to consult and engage on reform of health and social care services. We will support the development of new financial models and focus on system-wide improvement whilst developing a broader wellbeing strategy for the entire city region which creates the conditions for flourishing and resilient citizens.

We will:

- consult and engage with the population of Greater Manchester on reform of health and social care services, particularly focused on the need for improved out of hospital care and also on the need to combine some in-hospital services;
- support the development of new finance and contracting models for local partnerships, including investment agreements and data sharing protocols, to support the flow of money around the local system to reduce unplanned admissions;
- focus on system-wide, not silo-based improvement;
- develop a consistent public engagement strategy that focuses on the promotion of independence;
- ensure excellent and consistent implementation of interventions best designed and implemented at a GM level;
- develop a broader population health strategy for GM focused on stemming further demand for services; and
- work with GM CCGs and the local area NHS commissioning boards to improve the capacity, capability, consistency and reliability of primary care services in the conurbation.

Image courtesy of Greater Sport

Making it happen

Governance

We have made significant progress in strengthening our governance arrangements since the Greater Manchester Strategy was produced in 2009. Along with the Local Enterprise Partnership, the GM Combined Authority provides a basis for collaboration and implementation of the Greater Manchester Strategy. Our unique form of city regional governance enables us to take decisions on key issues of a strategic nature and places us in a strong position to make devolved funding decisions.

We are committed to building on the strong arrangements already in place. We will strengthen governance at the Greater Manchester level by:

- incorporating AGMA within the Combined Authority to widen the scope of decisions taken on a statutory basis;
- making significant changes to the way that strategic issues are managed through the establishment of the GM Health and Wellbeing Board, The Low Carbon Hub, the recent election of the Police and Crime Commissioner and the establishment of the Police and Crime Panel; and
- establishing Leader Portfolios to provide ownership of the development and delivery of Implementation Plans.

We are embedding the governance arrangements to deliver the devolved responsibilities already agreed with government in respect of economic development of the city region by aligning and streamlining the Manchester 'Family' of organisations, including Manchester Solutions, New Economy, MIDAS and Marketing Manchester.

We are also seeking to broaden the range of devolved accountabilities, including the negotiation of a place-based settlement with Government, to secure greater influence over delivery of public services and to enable radical long-term reform. This will provide us with the flexibility to manage and move resources across organisational and policy boundaries at the local level to achieve the best possible outcomes for our people.

Implementation

Implementation of the strategy will be based on the principle of '10+1'. It focuses on the key strategic city-region issues which, when addressed collectively, add value to work underway in individual local authorities and by partners at district level. It deliberately does not set out everything that Greater Manchester will do in the coming years. Rather it articulates a clear vision, identifies key long term goals and sets out a challenging series of strategic priorities to deliver these.

Our plans for delivery and implementation will be set out in our Growth and Reform Plan which will outline how we will deliver across the priorities identified in the Greater Manchester Strategy, bringing together the growth and reform agendas. It will be a broad and ambitious implementation plan that addresses the objectives of creating a self-sustaining city region by creating jobs and reducing the cost of public services.
It will emphasise the relationship with place, showing how we will connect housing investment with the management and regeneration of neighbourhoods as part of the wider framework of growth and reform.

Portfolio leads will own and lead the development of our response to those strategic priorities that fall within their remit. Interventions will be clear, focused and integrated, and will engage wider stakeholders in their delivery. Plans will not only reflect the strategic overarching priorities within the GMS but also more detailed objectives which feature in our other strategies, such as the GM Climate Change Strategy, GM Housing Strategy or the next Local Transport Plan.

Portfolio leads are set out on the next page (although it should be emphasised that the nature of the GMS means that priorities are cross cutting).

The actions and interventions to deliver our objectives will be reviewed throughout implementation, informing the commissioning and de-commissioning of services. The Growth and Reform Plan will set out a clear work programme, setting out the actions and interventions required at local, city region and national level, with clear lines of accountability to the appropriate GM body.

Because many of the strategic priorities will require action by third parties (for example national government, colleges, the NHS organisations, universities, the community and voluntary sector, the police and fire service as well as key private sector partners), the Growth and Reform Plan will be jointly developed, owned and monitored.

Strategic Priority	Portfolio	Lead
Growth: Creating the conditions for growth		
Reshaping our economy to meet new, global demands	Economic, Strategy, City Deal and Low Carbon Hub	Sir Richard Leese, Manchester City Council
Delivering an investment strategy based on market needs	Investment, Strategy and Finance	Cllr. Kieran Quinn, Tameside MBC
Revitalising our town centres	Planning and Housing	Cllr. Sue Derbyshire, Stockport MBC
Creating the spaces and places that will nurture success		
Stimulating and reshaping our housing market		
Crafting a plan for growth and infrastructure		
Improving connectivity locally, nationally and internationally	Transport	Cllr. Matt Colledge, Trafford MBC
Placing our city region at the leading edge of science and technology	Economic, Strategy, City Deal and Low Carbon Hub	Sir Richard Leese, Manchester City Council
Building our global brand	Marketing, Communications and Tourism	Cllr. Mike Connolly, Bury MBC
Growth: Supporting business		
Supporting business growth with a strong, integrated offer	Business Support	Mayor Ian Stewart, Salford City Council
Improving our international competitiveness		
Seizing the growth potential of a low carbon economy and increased resource efficiency	Economic, Strategy, City Deal and Low Carbon Hub	Sir Richard Leese, Manchester City Council
Reform: Worklessness and skills		
Delivering an employer-led skills programme	Skills and Employment	Cllr. Jim McMahon, Oldham MBC
Preventing and reducing youth unemployment		
Delivering an integrated approach to employment and skills		
Reform: Building independence and raising expectations through public sector reform		
Improving early years	Public Service Reform and Community Budgets, Health and Social Care, Policing and Crime	Lord Peter Smith, Wigan MBC; Cllr. Cliff Morris, Bolton MBC; Cllr. Colin Lambert, Rochdale MBC
Working with troubled families		
Transforming the justice system		
Reforming health and social care		

Managing performance

Knowing whether we are on track is crucial to delivering the GMS. We have developed a suite of headline indicators and a series of challenging and ambitious targets to analyse and manage our progress.

These headline indicators will be supported by a series of operational milestones and output targets, developed through the implementation planning process. These more detailed measures will ensure that all partners are working together in a coherent, efficient and focused way to prioritise resources in the delivery of our objectives and strategic priorities.

We know we will have succeeded because by 2020 Greater Manchester will have:	
Primary Measures	
Number of full-time equivalent jobs: Increased our share of total UK full time equivalent (FTE) jobs so that 4.3% are located within conurbation; an aspiration that will see an addtional 44,000 FTE jobs created	GM will account for 4.3% of UK FTE jobs
Gross value added: Increased our growth rate to match that of the South East of England (excluding London), exceeding the national average and delivering £3.7bn of additional economic output over and above existing projected growth rates	GM's GVA growth rate will match that of the South East of England (excluding London)
Out of work benefit claims: Reduced the number of people reliant on out-of-work benefits by 12%; narrowing the gap to the UK average by 1 percentage point.	GM's gap with the national average for the proportion of the working age population claiming key out of work benefits will have reduced by 1 percentage point
Secondary Measures	
Business start-up and survival: Accelerated our business start up rate by more than 29% to overtake the national average; delivering approximately 72 business births per 10,000 people, whilst also improving our rates of business survival at one, two and five years to match the national average	GM has higher rate of business births than the national average and business survival rates at one, two and five years match the national average
Qualification achievement: Close the gap completely with the UK average on the percentage of our population educated to degree level or equivalent and the proportion qualified to at least level 2	% of working age population in GM with higher than an NVQ level 4 or equivalent matches the national aveage. % of working age population in GM with higher than an NVQ level 2 or equivalent matches the national average
Median Salary levels: Seen the average salary increase by more than £6,000 closing the gap in pay with the national average from 8% to 5%	GM median salary is 5% or less lower than the national median salary
Early years foundation stage profile: Increased the number of children achieving a good level of development as measured by the Early Years Foundation Stage Profile assessment to meet the national average by 2020, benefitting 10,000 additional children each year	GM's EYFSP performance meets the national average
All age all cause mortality (AAACM): Seen all age all cause mortality rates decrease by 18% for men and women, double the trend rate	Male AAACM is 584 Female AAACM is 427
Crime levels: Reduced crime and reoffending in order to close the crime-rate gap with the average of the most similar metropolitan forces from the current base of 2% above average (this represents achieving a total crime rate of 774 per 10,000 population down from 789 per 10,000 population in 2011/12)	GM has closed the crime-rate gap with the average of the most similar metropolitan forces from the current base of 2% above average
Transport: Seen an increase in non-car journeys to work across Greater Manchester such that 35% of all peak-time journeys are made by modes other than the private car	35% of all peak-time journeys will be made by modes other than the private car
Net new houses built and houses retrofitted: Built 61,000 net new homes, tripling the existing levels of new-build development, and retrofitted a further 150,000 homes at a rate of 25,000 a year from 2015	61,000 homes built between 2013 and 2020. 150,000 homes retrofitted between 2015 and 2020
CO_2 emissions: Doubled the rate of reduction of our carbon emissions so that annual direct emissions are less than 11,000 kt of CO2; 48% lower than 1990 levels	CO2 emissions 48% lower than 1990 levels.

Investment

This strategy will require an innovative approach to investment in our business infrastructure, critical infrastructure, housing, commercial and industrial property. This is fundamentally concerned with achieving the maximum return from public spending; seeking to harness the power of the market to stimulate stronger economic growth in the long term. Our Investment Framework uses the leadership and accountability provided by the Combined Authority to:

- support growth through the delivery of a strong pipeline of projects that will contribute jobs and GVA to the GM economy;
- provide a structured and evidenced approach to decision making and prioritisation;
- improve outcomes by using available public funding and assets in the most effective way;
- leverage funding from the private sector and provide a focus for pension and other funds to invest in GM projects;
- allow for funding to be recycled to increase value for money and what can be achieved; and
- reduce bureaucracy and administration.

Our approach to investment has been endorsed by government through our City Deal and is designed to deliver the best outcomes for our residents, enabling them to contribute to and benefit from the economic growth of Greater Manchester.

The GM Investment Framework is not a single capital pot; we are blending funds as they come through – including Regional Growth Fund, Growing Places funding, the GM Transport Fund, European Regional Development Fund and the NW Evergreen Fund – and will include the revenues from the 'Earn Back' model and our Enterprise Zone. This approach allows us to maximise the impact of funding, whilst retaining the flexibility to accommodate national government, European and other requirements attached to specific funding streams.

We are using our investment framework to engage pension funds and private sector investors to increase the funding available to support GM investment priorities; for example, we have secured investment from the Greater Manchester Pension Fund in a model to develop new build, high quality market rented and for sale properties on sites in local authority (and HCA) ownership.

Investment

Our Investment Team is already working with local authorities to deliver game changing projects – there are nearly 100 projects in the pipeline, some ready for delivery now and others that will take longer to be brought forward but all of which will make a significant contribution to the GM economy.

We are working with local authorities to develop sequential investment strategies, demonstrating that by investing their own resources into a scheme they will unlock further public and potentially private investment into town centres. GMCA will support local authorities in putting together programmes of investment that are coherent in terms of strategy and funding.

The establishment of our Low Carbon Hub will enable us to create and support the delivery of a pipeline of investable low carbon projects and programmes with business partners and investors to create market demand and develop resilient low carbon energy and digital infrastructure, including heat and cooling networks.

The GM Investment Framework is running and delivering results, but we are keen to develop it further over time and are committed to strengthening our approach. Immediate priorities include strengthening the pipeline of projects for delivery, increasing the number of funds that fall within the scope of the Framework and taking our portfolio of projects to market.

The Greater Manchester Strategy sets out our direction of travel and our shared resolve to bring together interconnected strands of activity: business success and economic growth; public service reform and improvement; and greater levels of social and environmental sustainability.

As Government looks to devolve greater levels of responsibility to local areas, our city region is ready to perform beyond expectations and provide a lead to others. We know that we have everything to gain by moving early and with a broad base of support from partners across all sectors. This is a strategy widely owned and ready to be acted upon.

Across the ages and across the world, cities have risen and fallen; a few have sustained themselves and through a process of constant reinvention, they have continued to prosper. What matters is the people of the city, their knowledge and ingenuity, their skills and drive to succeed, their connection with a place as they help to shape its culture, its environment and its future success.

Vision
By 2020, the Manchester city region will have pioneered a new model for sustainable economic growth based around a more connected, talented and greener city region where all our residents are able to contribute to and benefit from sustained prosperity and enjoy a good quality of life
Outcomes
We will: secure our place as one of Europe's premier city regions, synonymous with creativity, culture, sport and the commercial exploitation of a world class knowledge base
We will: compete on the international stage for talent, investment, trade and ideas
We will: be seen and experienced as a city region where all people are valued and are able to fully participate in and benefit from the city-region's success
We will: be known for our good quality of life, our low carbon economy and our commitment to sustainable development
We will: continue to grow into a fairer, healthier, safer and more inclusive place to live, known for excellent, efficient, value for money services and transport choices
We will: deliver focused and collegiate leadership of Greater Manchester based around collaboration, partnerships and a true understanding that through collective and individual leadership we are strong

Our priorities	
Growth	**Reform**
Creating the Conditions for Growth	Worklessness and Skills
Reshaping our economy to meet new, global demands	Delivering an employer-led skills programme
Delivering an investment strategy based on market needs	
Revitalising our town centres	Preventing and reducing youth unemployment
Creating the places and spaces that will nurture success	
Stimulating and reshaping our housing market	
Crafting a plan for growth and infrastructure	Delivering an integrated approach to employment and skills
Improving connectivity locally, nationally and internationally	
Placing our city region at the leading edge of science and technology	
Building our global brand	
Supporting Business	Building independence and raising expectations through public sector reform
Supporting business growth with a strong integrated offer.	Improving early years
	Working with troubled families
Improving our international competitiveness	Transforming the justice system
Seizing the growth potential of a low carbon economy and increased resource efficiency	Reforming health and social care

Consultees and Respondents

Respondents

Atlantic Gateway Sustainability Group
Be Carbon Literate
Department for Business, Innovation & Skills (BIS)
Bolton Council - Planning Service
British Red Cross
Bruntwood
Canals & Rivers Trust
Cheshire and Warrington Councils and Local Enterprise Partnership
Cheshire East Council
Corridor Manchester
Deloitte Real Estate
Emerge Manchester
Environment Agency
GM Association of Clinical Commissioning Groups
GM Chamber of Commerce
GM Colleges Group
GM Culture & Leisure Officers Group
GM Growth Company
GM Police
GM Public Health Network
GM Waste Disposal Authority
Greater Manchester Centre for Voluntary Organisation (GMCVO)
Greater Manchester Fire and Rescue Service (GMFRS)
Homes and Communities Agency (HCA)
Highways Agency
Housing Trust
Lesbian & Gay Foundation Trafford
Manchester Airport Group
Manchester City Council – Strategic Housing
Manchester Climate Change Monthly
Manchester Coalition of Disabled People
Manchester College
NW Manchester Food Futures Partnership
Manchester Metropolitan University
Manchester Solutions
Manchester University
National Housing Federation
NHS England
NHS Stockport Clinical Commissioning Groups
Oldham College/Oldham Partnership
Oldham Council - Planning & Information Service
Peel Group
Pennine Lancashire Chief Execs
People's History Museum
Public Health England
Refugee Action
Rochdale Borough Wide Housing
Rochdale Council
Salford City Council
GM Public Health Network
Sector Growth Group (Low Carbon Hub)
Soul Sustainability
Stockport MBC
Stockport Unison
Trafford College
Trafford Council
United Utilities
Wildlife Trust

Consultees and Respondents

Consultees

- Arts Council
- Association of GM Clinical Commissioning Groups
- Corridor Board
- English Heritage
- Environment Agency
- New Economy
- GM Chamber of Commerce
- Greater Manchester Centre for Voluntary Organisation (GMCVO)
- Greater Manchester Fire and Rescue Service (GMFRS)
- Greater Manchester Police (GMP)
- Greater Manchester Waste Disposal Authority (GMWDA)
- Government Departments
- Health & Wellbeing Boards
- Highways Agency
- Homes & Communities Agency
- Job Centre Plus
- Local Authorities
- Local Probation Boards and Probation Trusts
- Manchester Airport Group (MAG)
- Manchester Digital Development Agency (MDDA)
- MPs
- National Housing Federation
- National Park Authorities
- Natural England
- NHS Foundation Trusts
- NHS Greater Manchester
- NW Ambulance Trust
- Office of the Greater Manchester Police and Crime Commissioner (OPCC)
- Skills Funding Agency (SFA)
- Sport England
- Transport For Greater Manchester (TfGM)
- United Utilities
- Universities and Colleges
- Wildlife Trust
- Youth Offending Teams

Based on aerial photography.
Contains Ordnance Survey data
© Crown copyright and database right 2010
Europe inset sourced from Pitney Bowes software
© Transport for Greater Manchester 2013
13-1968-133101
LANCASHIRE
BLACKBURN WITH DARWEN
Chorley
LANCASHIRE
Ramsbottom
Littleborough
WEST YORKSHIRE
ROCHDALE
Milnrow
BURY
ROCHDALE
Marsden
Horwich
BURY
Heywood
Standish
BOLTON
Shaw
Radcliffe
BOLTON
Middleton
OLDHAM
WIGAN
Farnworth
OLDHAM
Uppermill
Hindley
Atherton
Prestwich
WIGAN
Walkden
Moston
Mossley
Tyldesley
SALFORD
ASHTON-UNDER-LYNE
Leigh
Ashton-in-Makerfield
SALFORD
MANCHESTER
Stalybridge
Eccles
MERSEYSIDE
Golborne
TAMESIDE
Hadfield
St Helens
Newton-le-Willows
MANCHESTER
Stretford
Chorlton
Irlam
Ship Canal
Manchester
Hyde
Glossop
Reddish
WARRINGTON
Sale
TRAFFORD
DERBYSHIRE
Didsbury
STOCKPORT
STOCKPORT
ALTRINCHAM
Marple
Hazel Grove
Wythenshawe
Cheadle Hulme
New Mills
Manchester Airport
CHESHIRE EAST
Wilmslow
M6
M61
M62
M66
M60
M58
M602
M67
M56
GREATER MANCHESTER
London
Motorway
Metrolink
Metrolink under construction
Planned Metrolink Extension
Rail
County / unitary authority boundary
District boundary
Built up area
(shown within Greater Manchester only)

Bury Council

Bolton Council

Manchester City Council

Oldham Council

Rochdale Metropolitan Borough Council

Salford City Council

Stockport Metropolitan Borough Council

Tameside Metropolitan Borough
Great lives, excellent services

Trafford Council

Wigan Council

Greater Manchester Local Enterprise Partnership

GMCA
Greater Manchester Combined Authority

AGMA
Association of Greater Manchester Authorities

GM Integrated Support Team
Room 311, Manchester Town Hall
Albert Square, M60 2LA
Telephone +44 (0)161 234 3278
www.agma.gov.uk