

A photograph of an elderly woman with long brown hair and bangs, wearing a white fuzzy jacket, laughing heartily. She is holding a smartphone. Next to her, an elderly man with glasses and a dark jacket is also smiling and looking at the phone. The background is a blurred indoor setting with framed pictures on a wall. On the right side of the image, there is a decorative graphic consisting of a grid of overlapping circles.

Greater Manchester Digital Blueprint 2023-26

**GREATER
MANCHESTER**
DOING DIGITAL DIFFERENTLY

This is our Digital Blueprint

The blueprint has been developed in collaboration with stakeholders from across Greater Manchester’s digital sector and shares strategic commitments to put our people, our environment, and our place firmly at the heart of our plans.



We want to better the lives our people and for them to be empowered by the opportunities a digitally fuelled city-region brings.



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



The Greater Manchester Digital Blueprint sets our 2023-26 ambitions and our approach to meeting them.



This is the digital place

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

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



Andy Burnham

Mayor of Greater
Manchester



Cllr Nick Peel

GMCA Lead for Digital



Lou Cordwell

OBE, Chair of Greater
Manchester Business
Board (LEP)

This is our place

Where digital connectivity makes things better for people

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



2020-23: Doing Digital Differently in Greater Manchester

Our people and communities remain at the heart of what we do and the spirit of collaboration here in Greater Manchester has never been more important.

Greater Manchester's refreshed Digital Blueprint reflects a changed landscape. Technology and society's use of technology has radically changed, heightening and highlighting the challenges of digital inequality and exclusion, demand for skilled talent, reforming public services at pace, and net zero.

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



Cllr Nick Peel

GMCA Lead for Digital
Leader, Bolton Council

This is our place

With the fastest-growing digital economy in Europe

Where communities, business, academia and public services work together to create opportunity, innovate and invent; and where growth benefits everybody.

Where Greater Manchester is a world-leading digital city- region, recognised globally for its digital innovation.

£532M

invested in Greater Manchester companies in 2022

(source: Dealroom)

69,000+

creative, digital and tech sector roles advertised in Greater Manchester

(2022 source: Lightcast Occupation Grp 'Information Technology')



This is our place

A place that makes things happen

Driven by a clear civic vision, leadership and mandate that fosters collaboration and enables everyone to do well and lead fulfilled lives.

Supported and enabled by a vibrant, connected and inclusive digital ecosystem. In Greater Manchester we have:

A place to come together...

DTX Manchester, Reframe Women in Tech, Connected North, Manchester Tech Festival, Digital City Festival, Manchester Digital Skills Week.

60+ start-up and scale-up facilities and programmes hosted across the whole city region.



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

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



Lou Cordwell

OBE, Chair of Greater Manchester Business Board (LEP)

This is our place

Where businesses of all types and sizes can thrive.

We are creating a digital place, into which entrepreneurs and innovators from across the globe want to connect, and a place where all businesses that choose to make Greater Manchester their home can thrive.

Benefiting from top-level physical infrastructure, university research excellence and assets, and a highly-skilled, ready-to go digital workforce.

78%

of Greater Manchester digital companies reported expansion in 2022

(source: Manchester Digital Skills Audit)

£532m

Manchester tech firms raised a record £532m in 2022, a 50% increase on 2021

(source: DCMS).

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

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

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



Amul Batra

Co-Founder and Chief Partnerships
Officer at Northcoders



Beckie Taylor

Co-Founder,
Tech Returners

Our Digital Blueprint targets

- 200,000 people engaged, helping them benefit from the digital world in 2023-24
- Minimum 90% gigabit coverage across Greater Manchester by 2024, levelling up localities that are below that percentage
- More than 87.9% of premises in all Lower Layer Super Output Areas (LSOA) able to access more than 30Mbps landline connection speed by 2024 (5% of LSOA currently do not meet this target)
- 75% of Greater Manchester firms able to fill their digital and tech vacancies by 2025
- Number of people in digital sector roles in Greater Manchester to reach 95,000 by 2026
- Early Years developmental assessments digitised in eight areas across the city region by 2026 as part of measures to improve school readiness
- Greater Manchester's technology and data sector size to reach £5.5bn by 2025 and £7bn by 2029

Underpinning the Greater Manchester Strategy

The Digital Blueprint underpins and supports the commitments in the Greater Manchester Strategy 2021-31 through our vision:

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

<https://aboutgreatermanchester.com/>



Our 2023-2026 priorities

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

Priorities



1

Empowering
people and
communities



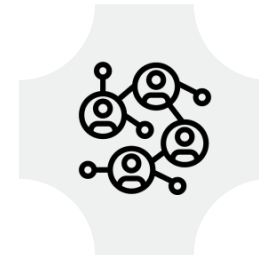
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Building responsible,
data driven public
services



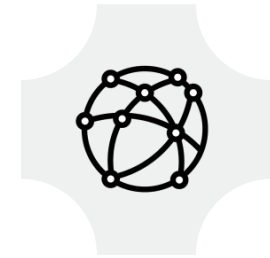
3

Enabling a resilient
and prosperous
economy



4

Creating connected,
inclusive, sustainable
places



5

Strengthening our
position as a global
digital influencer

Strategic enablers

- A** Building digital skills and literacy for life, education, work and business
- B** Strengthening our digital talent pipeline
- C** Extending our world class digital infrastructure, technology and data
- D** Harnessing academia, testbeds and research



Empowering people and communities

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

We will:

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

Spotlight: Greater Manchester's Digital Inclusion Agenda

Building the conditions to join up effectively and support our people to thrive, particularly those that face digital and social exclusion, by bringing together a cross-sector Digital Inclusion Taskforce.

With over 250 members across industry the taskforce works collaboratively to identify need and target action to address the interrelated barriers to digital inclusion and ensure no one is left behind.

A Digital Inclusion Action Network has also been set up to lead targeted action with a specific focus on supporting under-25s, over-75s and disabled people.

A key outcome of the collaborative approach has been Get Online Greater Manchester, a campaign including initiatives such as:

- **Greater Manchester Databank** - working with Good Things Foundation to tackle data poverty for people at risk of digital exclusion
- **Digital inclusion pilot for social housing residents** - five of the UK's largest internet service providers, collaborating with the public and housing sector to tackle digital exclusion
- **Care leavers digital inclusion initiative** - a comprehensive package of digital support for care leavers
- **Doing digital in later life** - new resources designed for anyone to support someone they know to do digital in later life



"If Greater Manchester is truly going to be a world leading digital city region, we have to make a big commitment to fix the digital divide, the consequences of not doing so are severe"

Andy Burnham, Mayor of Greater Manchester



Building responsible, data driven public services

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

We will:

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

Spotlight:

Greater Manchester Care Record

The GMCR joins up data from across Greater Manchester's health and care organisations and provides frontline staff access to vital patient information to provide more informed care for our citizens.

Since launch, the GMCR is now accessed by over 19k frontline workers supporting the care of over 190k patients each month. It has become a major digital asset for the region, with the potential to support programmes to tackle health inequalities and to transform care in areas such as dementia, frailty, virtual wards and heart failure.

During the pandemic and through close collaboration between the GM clinical-academic community, health and care partners and citizens, 22 COVID-19 related research studies using de-identified data from the GMCR were approved to understand the impact on local communities. In future, data from the GMCR will help researchers to understand other major health and care issues affecting the city-region through GM's Secure Data Environment.

All of this activity to support both direct care and research has been underpinned by engagement and strong governance across data controllers, providers, commissioners, and central bodies, to ensure patient information is used safely and securely.



"Accelerating the development and deployment of digital innovation is a top priority in addressing some of our major challenges across Greater Manchester. The GM Care Record is a tremendous system-wide asset and forms a key part of our strategy to address these challenges, improve health and care services, and save lives."

Dr Gareth Thomas, Digital Innovation Director at Health Innovation Manchester and NHS Greater Manchester Integrated Care

Spotlight: Early Years Application

Co-designed with health visiting and Early Years services across Greater Manchester, the Early Years App digitises the paper-based assessments and manual processes currently used to review a child's development.

The Early Years App enables parents and carers of children across Greater Manchester a way to complete relevant assessments digitally and ensures that parents and carers have access to both completed assessments and other supporting information completed by the professional and gives the user much more control over their own data. An integrated online portal offers video guidance to support children's learning and development.

The app offers better identification of support and facilitates automated sharing of data, with relevant professionals, enabling more timely identification of required support and reduces duplication of effort.

In some parts of Greater Manchester, the app is now live in early education settings, also giving local authority practitioners the ability to complete WellComm assessment forms digitally. This means we're increasing the age range of children in these areas being supported via the Early Years app, with a reach now up to primary school age.



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

Chris McLoughlin OBE, Corporate Director People and Integration,
Director of Children's Services, Stockport Council



Digitally enabling a resilient and prosperous economy

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

We will:

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

Spotlight: Greater Manchester Digital Security Hub (DiSH)

The Greater Manchester Digital Security Hub (DiSH) is bringing together experts in digital and cyber security from the public, private and academic sectors to help Greater Manchester's digital security startups to innovate and grow.

Manchester City Council has selected a consortium led by Barclays Eagle Labs to operate the new DiSH.

DiSH offers growing digital security businesses and the wider Greater Manchester community with access to business support, mentoring, dedicated growth programmes, training, and career opportunities through a consortium of Barclays Eagle Labs, Plexal, Lancaster University and the University of Manchester.



Spotlight: Business Growth Hub

Greater Manchester's SMEs and entrepreneurs are being supported to maximise opportunities and realise their ambitions through bespoke and tailored advice. Greater Manchester Combined Authority (GMCA) works with The Growth Company's Business Growth Hub to support SMEs across the city region, helping them to tap into opportunities digital and technology adaptation can bring to flourish, grow and do better business.

The Business Growth Company's sector specialist support delivers impactful, ever-evolving growth programmes to build and strengthen a fast-growing, prosperous and diverse Digital, Creative and Tech business community.

"Our fully tailored support strives to bring out the best in GM's economy by connecting creative minds and establishing environments which accelerate growth. Our sector programmes such as Greater Connected or Create Growth and our team of specialist advisors are priding themselves on bringing effective business growth strategies to the sector focusing on refining propositions, inclusive leadership, accessing investment and kickstarting innovation. The region benefits from a fantastic, generous ecosystem and we aim to support entrepreneurs through every business stage helping them to grow and navigate opportunities on a local and global level."

Sarah Novotny, Head of Digital, Creative and Tech Sector & International Growth Support,
The Business Growth Hub





Creating connected, inclusive, sustainable places

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

We will:

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

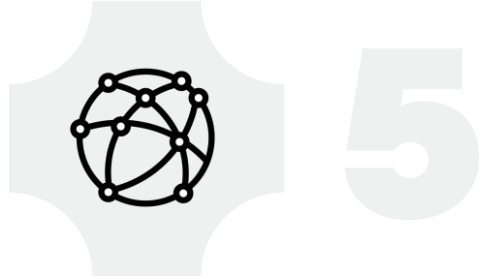
Spotlight: Bee Network

A vision for an integrated London-style transport system which will join together buses, trams, rail as well as cycling and walking.

As part of this plan, we are delivering the UK's largest cycling and walking network. We're connecting every area and community in Greater Manchester, making it easy, safe and attractive for people to travel on foot or by bike for everyday trips.

Effective digital technology will underpin the Network, enabling people to move around Greater Manchester more seamlessly and smoothly.





Strengthening our position as a global digital influencer

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

We will:

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

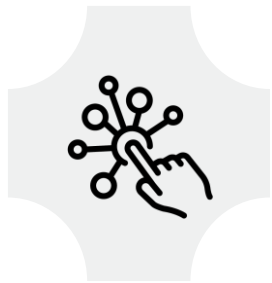
Spotlight: Innovation GM

Innovation Greater Manchester (IGM) is a triple helix approach to driving increased research and development and Innovation activity in the city region by bringing together business, the public sector and academia to drive a stronger, greener, and more inclusive innovation ecosystem.

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



Key strategic enablers



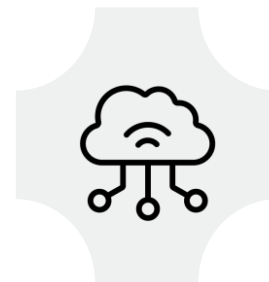
A Building digital skills and literacy for life, education, work and business



C Extending our world class digital infrastructure, technology and data



B Strengthening our digital talent pipeline



D Harnessing academia, testbeds and research



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

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

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

Spotlight: Microsoft, a regional approach

Microsoft has a national ambition to support 1.5m people build careers in the technology sector and have made significant commitment to developing skills in Greater Manchester through their partnerships with local universities and businesses in the region.

Microsoft will collaborate with GMCA in an initiative launching in 2023 - Get On Greater Manchester. The new three-year Memorandum of Understanding (MoU) between GMCA and Microsoft aims to boost the local economy, support people find new opportunities in the digital and tech, while improving diversity in the sector .

Together, Microsoft and GMCA will create accessible pathways for learners into the tech industry, with diversity at the heart of the plan which aims to support 30,000 people. The MoU focusses on four key areas: digital skills for economic growth, public service transformation, sustainability and connected places and diversity and inclusion.



“It’s an exciting time to be in Greater Manchester, in partnership with GMCA we will shine a spotlight on the opportunities within the local tech sector. Our initiative GetOn Greater Manchester aims to improve diversity, empower more people, and enable them to benefit from the region’s growth”.

Marie Hamilton, Greater Manchester Region Lead, Microsoft

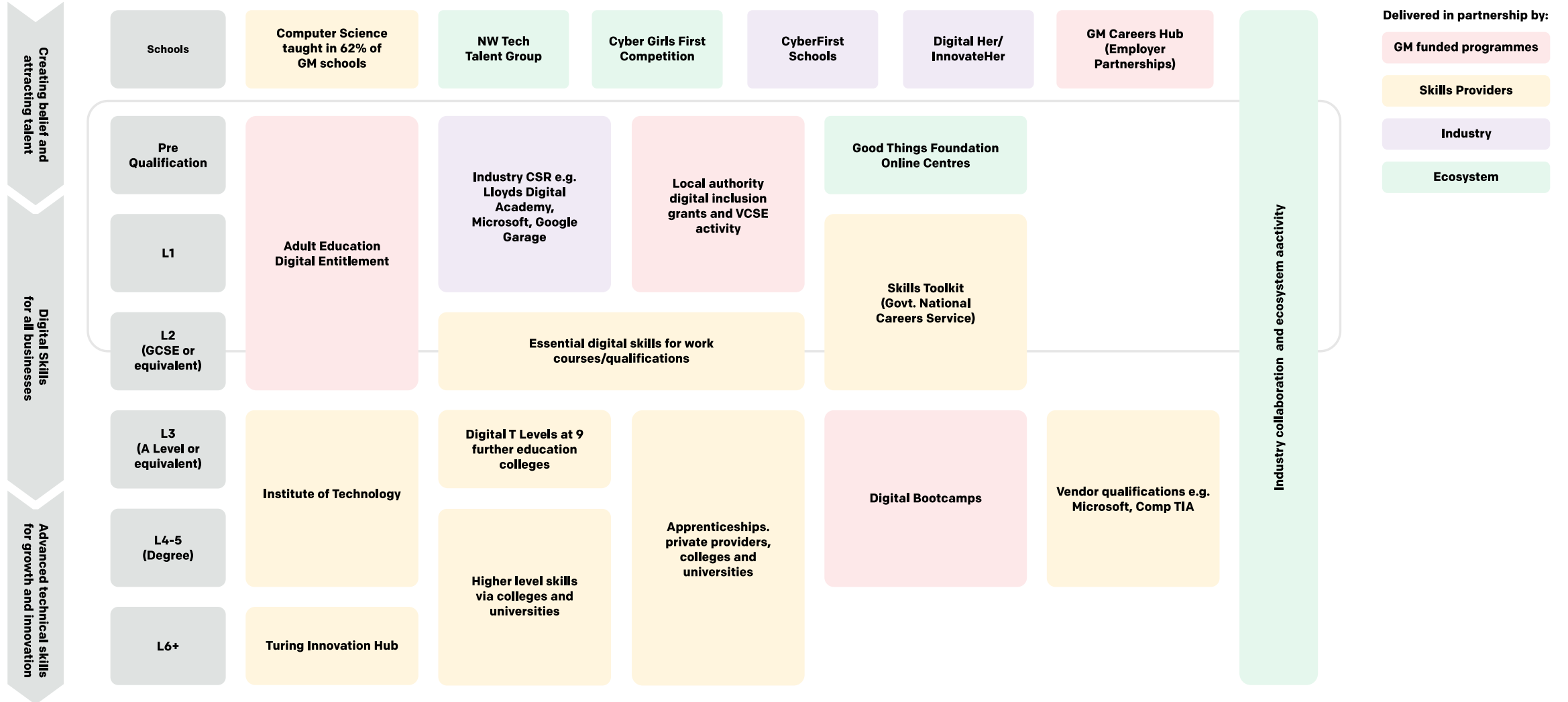


Strengthening our digital talent pipeline

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

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

Spotlight: Our digital talent pipeline





Extending our world class digital infrastructure, technology and data

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

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

Spotlight: Our infrastructure – Local Full Fibre and GM One Network

Working with industry, GMCA commissioned partners to lay 2,700km of new fibre connecting over 1,500 public sector sites, pushing digital infrastructure into new areas of the region and enabling more residents and businesses to get online.

GM One Network is now enabling services for most of these sites through a

single, virtual active network that maintains separation for each organisation. It is creating a powerful “metro-network” and a platform that reduces costs and improves services for the people of Greater Manchester, building foundation for enhanced security and smart applications, helping users move seamlessly between public spaces.





Harnessing academia, testbeds and research

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

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

Spotlight: Energy House Laboratories (EHLS), University of Salford

The EHLS are at the forefront of new ways to understand building energy performance, working with relevant teams from industry and academia to look at new and robust methods as well as refining already established methods for contributing towards the 2050 net zero target. The facilities include:

The Energy House – a unique research and testing laboratory, comprising an early 20th century two-bedroom terraced house within an environmental chamber allowing an accurate and rapid assessment of energy efficient retrofit and other technologies.

Energy House 2.0 - the largest research facility of its type comprising two environmental chambers focusing on Net Zero Homes (NZHs). This unique facility will play a key role on accelerating the progress towards low carbon and net zero housing design and builds.

Thermal Measurement Laboratory – provides research and development services to the built environment industry for over 40 years focusing on buildings' insulation performance, essential for the realistic evaluation of carbon savings, and other related areas.

Smart Meters > Smart Homes (SMSh) lab - the SMSh is a data analytics lab conducting research on energy flexibility / Demand Side Response, buildings' energy performance assessment, NZH technologies and in related areas using smart energy and other IoT data.



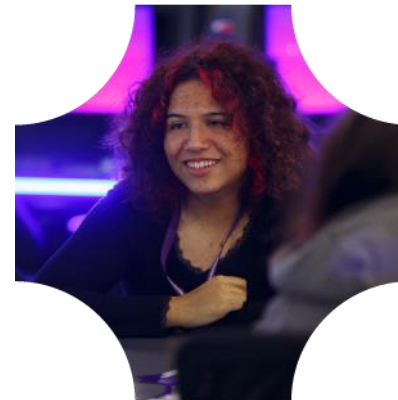
Our ways of working

The behaviours that underpin the Digital Blueprint

People first - putting people at the heart of what we do, working together to co-design solutions to local issues. We'll listen to the needs of our people and businesses, using their voices to inform digital services, innovation and decision-making.

Collaborative – building on Greater Manchester's reputation for collaboration. Continuing a "do it once" approach, effective across system information sharing, shared ambitions and principles and progressive groups and networks we "collaborate to succeed."

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



Our ways of working

The behaviours that underpin the Digital Blueprint

✦ **Responsible with data** - we are committed to the shared vision, missions and principles of the Greater Manchester Information Strategy.

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

We will ensure that we approach our ambitions for information sharing, interoperability and use of data responsibly and ethically and apply the appropriate governance and legislative diligence. We will empower our people and organisations to access and use data and recognise its role in creating a greener, fairer, more prosperous Greater Manchester.



Our ways of working

The behaviours that underpin the Digital Blueprint

✦ **Responsive and resilient** - Applying common standard, our technical capabilities and strong strategic relationships to rapidly respond to regional priorities, creating the right conditions for outcome focussed activity. Continued collaborative planning, engagement and commitment to information sharing will ensure our people, services and economy are resilient against future challenges.

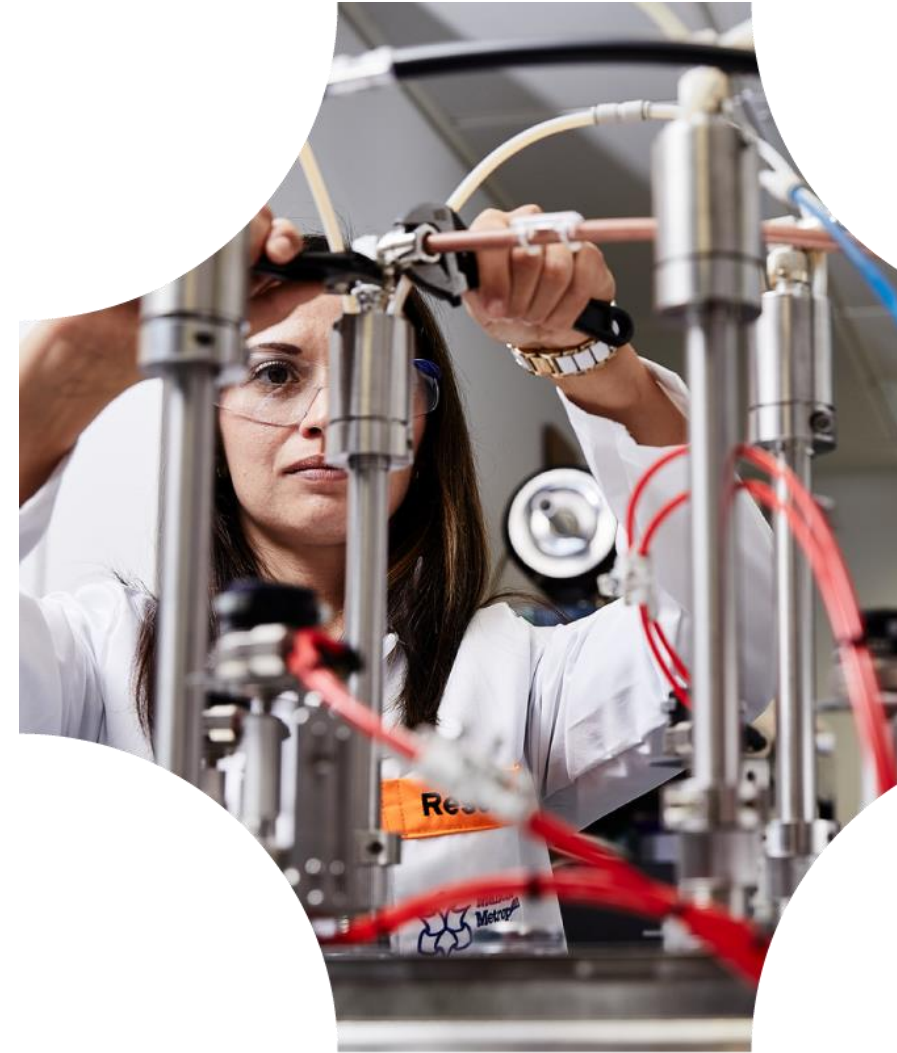
✦ **Focussed on social value** - Through recent digital procurements, we know Greater Manchester can benefit from social value commitments that connects the capacity of industry with the needs of our people. We will continue to negotiate and set high standards for the inclusion of social value offers in our procurements, ensuring that they align with and enhance local initiatives and make the most of a willingness from private sector which, has included contributing volunteers, targeted digital employment, training and mentoring schemes, and digital connectivity to community buildings.



Our ways of working

The behaviours that underpin the Digital Blueprint

- ✦ **Low carbon** - In every key decision, partners from across Greater Manchester's digital ecosystem will consider how they can reduce our carbon footprint and contribute towards our 2038 net zero target.
- ✦ **Open and transparent** - our partners will contribute to portfolio annual delivery plans, reports and reviews to provide access to information relating to progress, dependencies, risks and issues and to help identify further opportunities for collaboration.



Clear governance and systems leadership

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

It also defines the focus of GMCA's digital delivery team and provides a framework for collaboration.

An annual delivery plan will articulate the activities being delivered across our digital ecosystems, towards achieving the objectives defined in our priorities.

The Greater Manchester Digital Steering Group, chaired by the council leader holding the digital portfolio, will continue to govern and coordinate the GMCA led digital programme, connecting public sector, academia, businesses and voluntary and community organisations.



Greater Manchester Digital Blueprint 2023-26

<https://greatermanchester-ca.gov.uk/what-we-do/digital/>

**GREATER
MANCHESTER**
DOING DIGITAL DIFFERENTLY



@GMCADigital



Greater Manchester Combined Authority