

our

people

our

place

The Greater Manchester Strategy

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**Our vision is to
make Greater
Manchester
one of the best
places in the
world to grow
up, get on and
grow old:**

A place where all children are given the best start in life and young people grow up inspired to exceed expectations.

A place where people are proud to live, with a decent home, a fulfilling job, and stress-free journeys the norm. But if you need a helping hand you'll get it.

A place of ideas and invention, with a modern and productive economy that draws in investment, visitors and talent.

A place where people live healthy lives and older people are valued.

A place at the forefront of action on climate change with clean air and a flourishing natural environment.

A place where all voices are heard and where, working together, we can shape our future.

Introduction

- 1.1** This new strategy sets out our collective ambition to make Greater Manchester one of the best places in the world. It is a strategy for everyone in Greater Manchester – residents, the voluntary, community and social enterprise sector, businesses, and civic leaders. But the vision it sets out will only be achieved through new approaches which are shaped and driven by our communities themselves. By harnessing the strengths of Greater Manchester’s people and places we can create a more inclusive and productive city-region where everyone, and every place, can succeed.
- 1.2** This is the third Greater Manchester Strategy and it builds on the substantial progress we have made since the first was published in 2009 and the most recent refresh in 2013. Our previous strategies have delivered a strong drive for economic growth. This strategy builds on that experience and increases our focus on ensuring that the people of Greater Manchester can all benefit from economic growth and the opportunities it brings throughout their lives. It has been updated to ensure that the course we are steering is the right one, based around the key elements of living well in Greater Manchester (Figure 1).
- 1.3** Through digital and face-to-face engagement over the past 12 months, we have gathered a rich understanding of the ambitions our residents and businesses have for our city-region and the actions we can individually, and collectively, take to achieve them. This engagement included our innovative ‘big conversation’ on social media and the Mayor’s extensive engagement when he was drawing up his manifesto.
- 1.4** People told us that they are proud to live and work in Greater Manchester. Their efforts have been behind the economic, environmental, social and physical transformation seen in the city-region over the past three decades. The incredible spirit of the people of Greater Manchester is known around the world and it is the key strength from which this strategy draws its inspiration. But we are well aware that much more needs to be done if we are to realise the full potential of Greater Manchester and all its people and communities. It is still the case that too many of our residents are left behind. Our strategy aims to tackle the underlying barriers to participation and productivity – around public services, education and skills, and infrastructure – engaging communities so that their ideas, energy and determination break down those barriers. Only then will everyone realise their potential and all parts of Greater Manchester become thriving places.
- 1.5** The decision to leave the European Union creates significant challenges for Greater Manchester. Anticipating and mitigating these will be critical, while also ensuring we are prepared for new opportunities as they arise. For Greater Manchester, and the UK as a whole, the focus needs to be on raising growth and productivity, whilst improving social and economic inclusion. These are problems which have remained intractable for decades but now is the time to tackle them. A central reason why the UK’s economy punches below its weight, and does not currently work for all people and places, is because the national approach to growth has not been place-focused. The Government’s emerging modern Industrial Strategy needs to respond to these challenges and provide the opportunity for a place-led, devolutionary approach to driving local economic growth.

1.6 This Greater Manchester Strategy provides the framework for our local Industrial Strategy. It sets out how we will build on our core strengths, including:

- our concentration of science, research and innovation assets. Our universities give us the largest concentration of excellence in health research nationally outside South East England and, in advanced materials, a unique opportunity to develop 'Graphene City', bringing together world-leading science with business to create jobs and growth.
- our globally-competitive manufacturing sector, with niche strengths in advanced materials; textiles; chemicals; and food & drink. Greater Manchester's small-medium sized manufacturers also play critical roles in national and global supply chains.
- our vibrant digital sector, which through assets such as MediaCityUK, the Farr Institute, CityVerve, Jodrell Bank, Hartree Centre, and the associated tech cluster, make Greater Manchester the UK's second digital hub.
- our cultural and sporting economy, underpinned by national assets such as theatre at the Lowry and The Royal Exchange, galleries at Manchester Art Gallery and the Whitworth, our world renowned music scene, new, original works at the Manchester International Festival and Factory, the Halle orchestra, globally leading football and rugby league clubs, and world-class sporting facilities for cycling, cricket, and swimming.
- our well-developed local and strategic transport networks, The region has excellent air, road, rail and water connectivity, with Metrolink being the UK's most successful light rail network. Manchester Airport now serves over 200 destinations, more than any other UK airport.
- our dynamic regional centre, which has fuelled jobs growth in public and private sector service industries in recent years, and our town and district centres which are increasingly important for jobs and homes across the conurbation.
- our highly trained workforce which includes one of the largest graduate pools in Europe, a strong concentration of STEM graduates and postgraduates, and a long and successful history of entrepreneurship and enterprise.

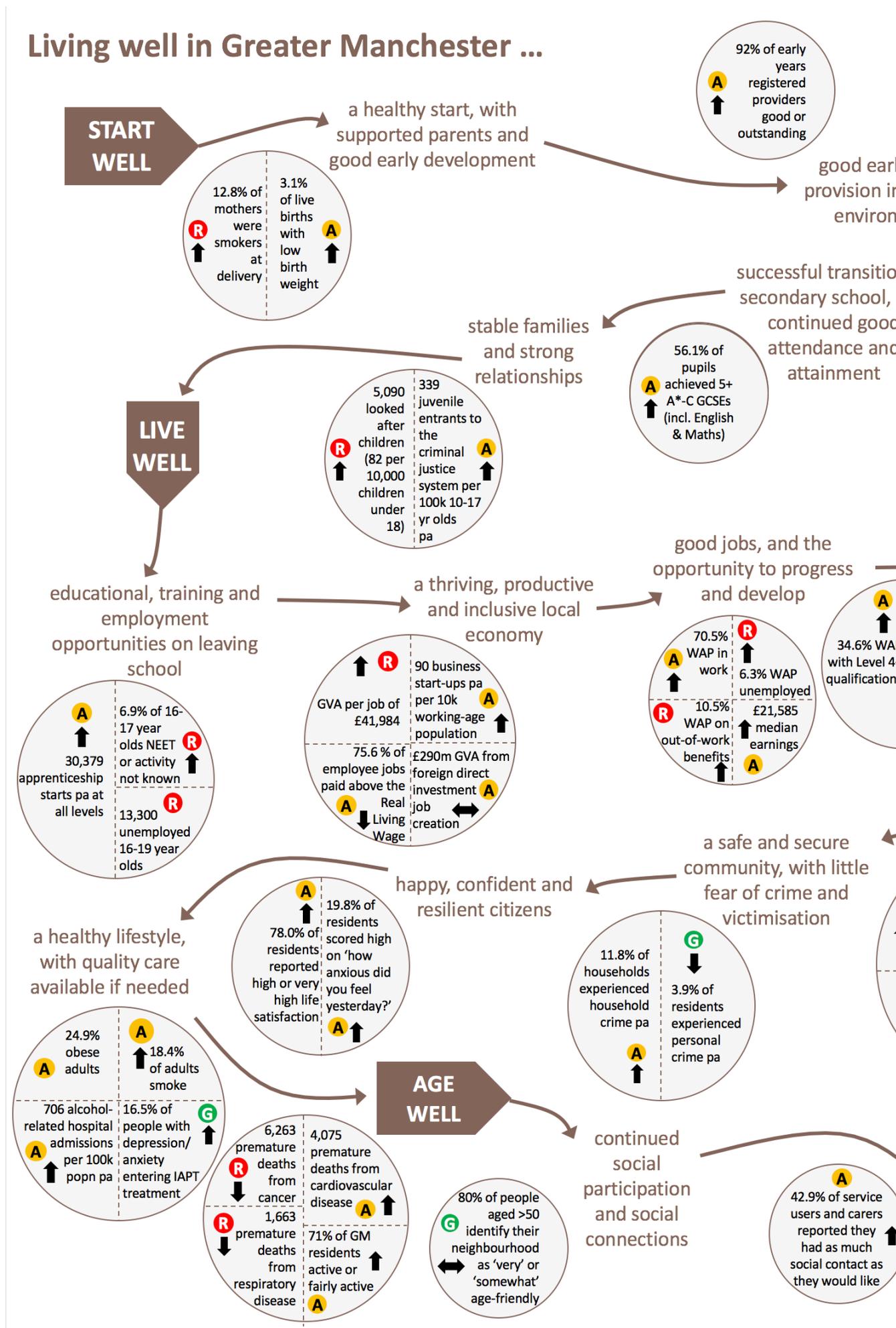
1.7 The Strategy also responds to the significant challenges that remain, with some Greater Manchester neighbourhoods not having shared in the benefits that economic growth brings. The deprivation that results damages the life chances of current and future generations and acts as a drag on the economic potential of the city-region as a whole. That is why an approach which focuses on our people and places, based on a deep understanding of the local economy and communities, is so important. This strategy puts people at the heart of everything that Greater Manchester does and sets out our new people-centred Greater Manchester -model for all our public services.

1.8 Greater Manchester has always been a pioneer – as the first modern metropolis we powered the industrial revolution; the co-operative movement has spread around the world; and the Manchester-led campaign to repeal the corn laws ushered in the start of the modern global economy. The devolution journey we are on is our next pioneering moment in history. This document charts a new course for the next phase of devolution.

1.9

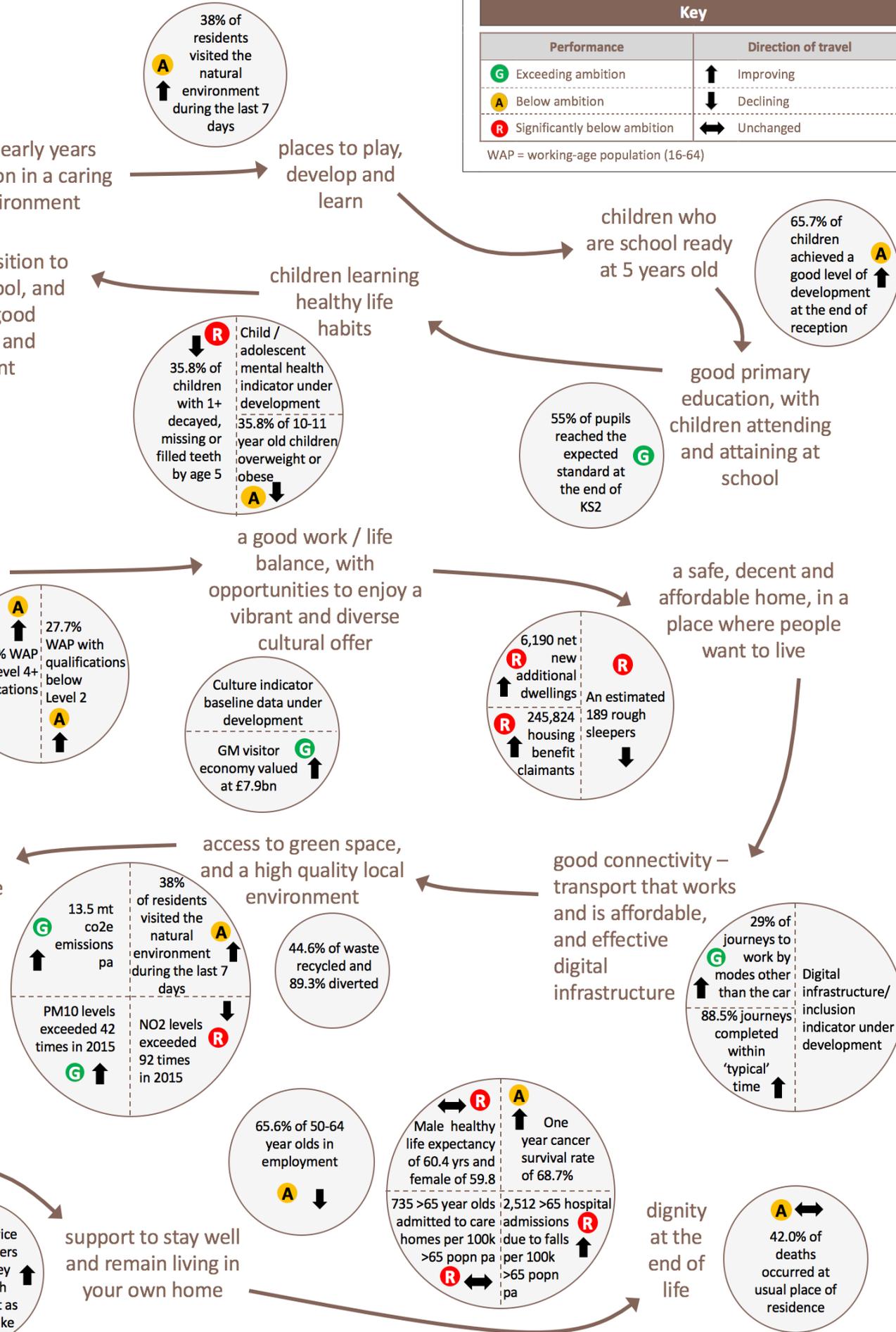
We will engage our communities in finding new approaches to achieve our goals, seeking out new voices so anyone with a stake in our city can help shape its future. We will take a confident approach to designing all services the way that we know works: around the person. We will strengthen existing, and create new, partnerships, working not just as partners within Greater Manchester but across the North and with other leading cities in the UK and internationally. We will clearly set out what we are going to deliver and be held to account for our performance. And we will continue to press for further devolution so that we have more control to deliver our ambitions for our people and our place.

Figure 1: Living well in Greater Manchester



Key	
Performance	Direction of travel
G Exceeding ambition	↑ Improving
A Below ambition	↓ Declining
R Significantly below ambition	↔ Unchanged

WAP = working-age population (16-64)



People and place: Greater Manchester's vision and approach

The Greater Manchester vision

2.1 Our vision is to make Greater Manchester one of the best places in the world to grow up, get on and grow old:

A place where all children are given the best start in life and young people grow up inspired to exceed expectations.

A place where people are proud to live, with a decent home, a fulfilling job, and stress-free journeys the norm. But if you need a helping hand you'll get it.

A place of ideas and invention, with a modern and productive economy that draws in investment, visitors and talent.

A place where people live healthy lives and older people are valued.

A place at the forefront of action on climate change with clean air and a flourishing natural environment.

A place where all voices are heard and where, working together, we can shape our future.

2.2 Our strategy for achieving this vision is structured around 10 priorities, reflecting the life journey:

- Priority 1: Children starting school ready to learn
- Priority 2: Young people equipped for life
- Priority 3: Good jobs, with opportunities for people to progress and develop
- Priority 4: A thriving and productive economy in all parts of Greater Manchester
- Priority 5: World-class connectivity that keeps Greater Manchester moving
- Priority 6: Safe, decent and affordable housing
- Priority 7: A green city-region and a high quality culture and leisure offer for all
- Priority 8: Safer and stronger communities
- Priority 9: Healthy lives, with quality care available for those that need it
- Priority 10: An age-friendly city-region

2.3 Although the strategy is structured around these 10 priorities we are very aware of the interactions and interdependencies between them. To successfully deliver one priority will require contributions from them all. By working in partnership to develop and deliver the actions to implement this strategy, we will ensure that we break down existing policy silos and ensure that we do not create new ones.

2.4 We do things differently in Greater Manchester and through more than thirty years of cooperation and partnership working between the public, private and voluntary, community and social enterprise sectors we have developed a unique approach to identifying, and tackling, the issues that matter to our people and our businesses. But we know we need to go further if we are going to deliver the transformational change we want to achieve. There are five key enablers that underpin the Greater Manchester approach.

Enabler 1: Communities in control

- 2.5** We know that we will only be able to mobilise the resources we need to fully realise our ambition if our communities are drawn together to deliver our objectives. That means everyone with a stake in our city-region – including residents, business, the voluntary, community and social enterprise (VCSE) sector, as well as civic leaders – pulling together. Our districts are already taking this approach, including the pioneering Wigan Deal and the Our Manchester strategy. We are collaborating to develop new strategies on Digital, working with the industry, and on homelessness, co-designing our response with the VCSE sector. We continue to work through our strong partnerships to ensure that public, private and VCSE resources are best aligned to help deliver our strategy for the benefit of all in Greater Manchester.
- 2.6** We will also take a proactive approach to creating new partnerships and encouraging more of the diverse voices across Greater Manchester to have an active role in shaping and challenging policy. We have already put in place a Memorandum of Understanding between the Greater Manchester Health and Social Care Partnership and Greater Manchester VCSE organisations, which transforms the relationship of the local VCSE sector with health and social care devolution; we will now look to extend this into a new relationship with the VCSE sector across a broad range of activities. We have also agreed a Memorandum of Understanding with Greater Manchester social housing providers, which underpins an important strategic partnership to support growth and public service reform in local communities across Greater Manchester.

Enabler 2: People at the heart of everything we do

- 2.7** Everything we do needs to respond to and benefit the people of Greater Manchester. All our investments – including in infrastructure, skills, health, business support, planning, housing and wider public services – all need to have people, and the impacts on people and communities, at their heart.
- 2.8** In recent years, Greater Manchester has pioneered an approach to public services that breaks down policy, organisational and spatial boundaries. This has shown us what works and we will build on our successes to drive a new Greater Manchester model for all our public services. This will be centred on the person, designed and delivered with the community, and integrated across organisations and geographies – breaking down silos. We will take a strengths-based approach, recognising that our people are our biggest asset. We will invest ever more in early intervention and prevention, so that we deliver sustained improvement in outcomes and spend less on dealing with the costs of failure. We will reconfigure specialist services to drive consistency of standards and outcomes across Greater Manchester, as well as creating stronger standards and shared services to drive improvements and value for money. In commissioning and procurement, we will consistently expect additional social value to be delivered.
- 2.9** We will make full use of the opportunities that digitally enabled approaches can bring to improving public service delivery: tackling issues sooner and better together, speeding up responses and joining up support around individuals, as well as giving people access to the information relating to them so they can help us to help them.
- 2.10** The Greater Manchester ‘person centred’ approach to public services will be underpinned by a new single set of Greater Manchester outcomes which will inform the decisions all Greater Manchester partners take on investment and service commissioning. The Greater Manchester Outcomes Framework is shown in Figure 2.

2.11 Our partnerships and the powers offered through devolution give us a unique chance to do this and, to achieve the outcomes for our population and the sustainability of public finances, we need to make a success of it.

Enabler 3: An integrated approach to place-shaping

2.12 We will take an integrated approach to investing in all places in Greater Manchester so that they are attractive environments in which to live, work, visit and invest. This means creating additional jobs in all parts of Greater Manchester and it means providing good quality affordable homes in safe and attractive neighbourhoods, well served by public transport, so that the people that live in them are connected to the jobs and opportunities that the growth of Greater Manchester will bring, and with access to excellent local amenities, green spaces and a high quality cultural and leisure offer.

Enabler 4: Leadership and accountability

2.13 Greater Manchester's Mayoral Combined Authority (GMCA) working seamlessly with the Local Enterprise Partnership will ensure that the voice of residents and business is at the heart of our decision making. This provides the leadership and accountability needed to deliver on the ambition set out in this strategy.

2.14 Alongside the clear accountability and leadership brought by the election of a Mayor for Greater Manchester, to further strengthen this and delivery of the strategy, we have created a new set of Portfolio Lead responsibilities, each led by a Combined Authority leader supported by a district Chief Executive. These Portfolio Leads will own and lead the development of our response to the strategic priorities that fall within their remit. An Implementation Plan accompanies this strategy and sets out the work programmes of each leader. The Implementation Plan will be made public and regularly updated.

Enabler 5: Taking control of our future

2.15 Devolution is critical to the success of this strategy. It is only by Government devolving powers and resources that we will be able to properly join up services and implement the distinctive Greater Manchester person-centred approach to drive productivity and realise the potential of everyone across the city-region.

2.16 The devolution deals we have signed with Government mean that we now have much greater control of our own future and have more say over the decisions that can improve the lives of all our residents. The region's new powers include:

- control over long-term health and social care spending, a budget of around £6 billion in 2016/17;
- more control of local transport, with a long-term government budget to help us plan a more modern, better-connected network;
- new planning powers to encourage regeneration and development;
- a new £300m fund for housing: enough for at least 10,000 new homes over ten years;
- extra funding to support up to 50,000 people back into work;
- incentives to skills-providers to develop more work-related training;

- extra budget to support and develop local businesses;
- the role of the Police and Crime Commissioner and responsibility for the fire service being merged with the elected mayor;
- control of investment through a new 'earn back' funding arrangement which gives us extra money for the region's infrastructure if we reach certain levels of economic growth, as part of a single pot for investment in economic growth projects; and
- a new reform investment fund to allow us to invest in better services for our residents.

2.17 However, there are still significant areas of policy and spending where there is no devolution to Greater Manchester which restricts our ability to integrate, invest and reform to deliver our ambition. And the current devolution settlement still falls a long way short of giving us the influence or control over all public spending in Greater Manchester that we need to truly drive productivity growth and address social and economic inequalities. A significant acceleration and deepening of the devolution process is required.

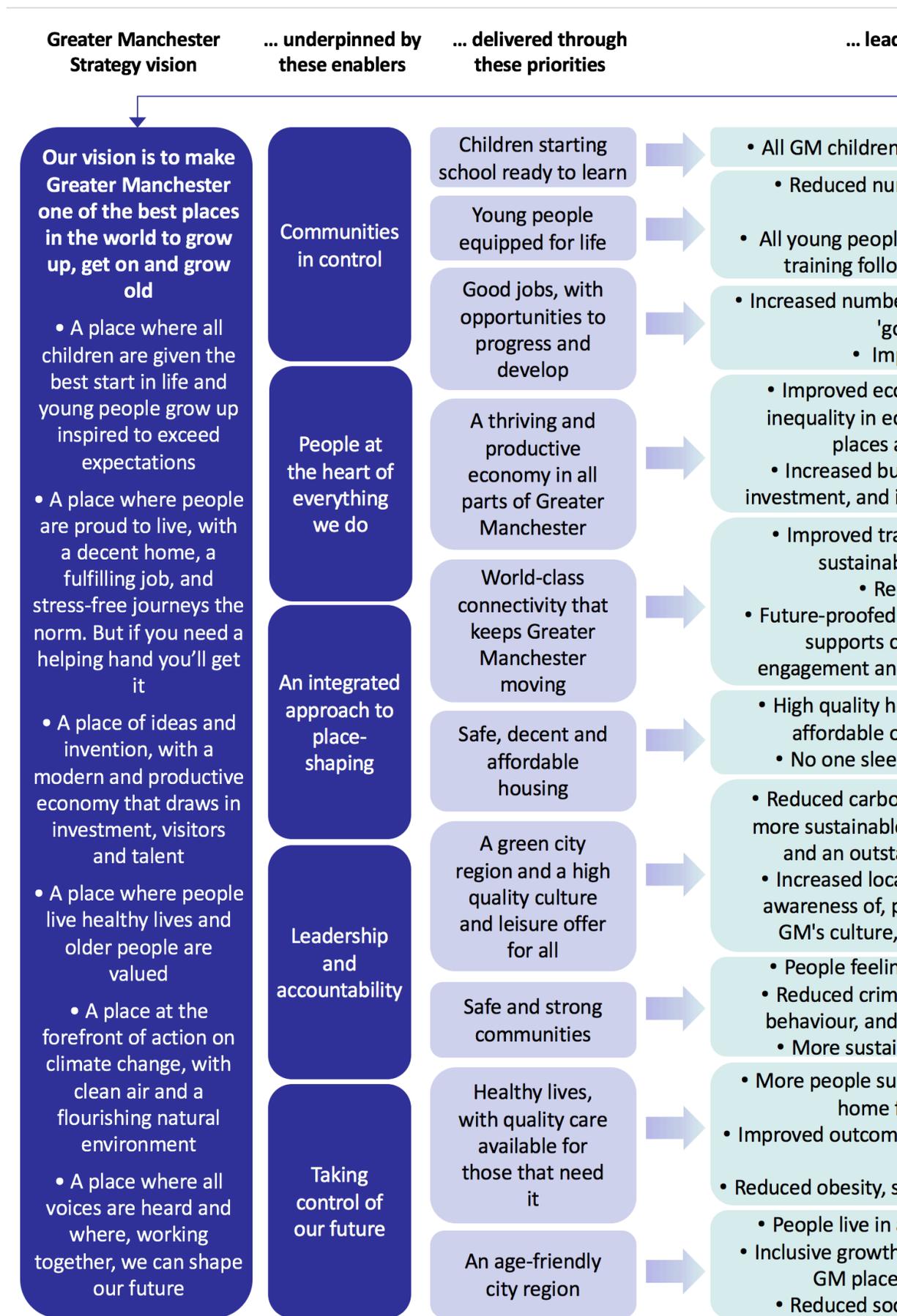
2.18 Crucially, we need to ensure that our long-term planning for development, housing and service reform can be backed up by long-term funding models that provide the confidence and motivation for public and private investment in Greater Manchester. This must go beyond the limited fiscal devolution seen with Business Rates and Council Tax so far. With our strengthened governance and the Mayor now in post, we are ready for further devolution to support the long term delivery of Greater Manchester's vision.

The Greater Manchester Strategy

2.19 In the following pages we provide a high level statement of the issues, objectives and priorities for action for each priority area and identify relevant Greater Manchester portfolios, strategies, outcomes and indicators which will enable the effective delivery of the priority. This strategy is supported by an implementation plan setting out the specific things we will do in the coming months and years to support delivery of the outcomes that we have identified.

Figure 2: People & Place - the Greater Manchester Outcomes Framework

Figure 2: People & Place - the Greater Manchester Outcomes Framework



Leading to these shared outcomes

Children starting school ready to learn

Number of children in need of safeguarding

People in education, employment or following compulsory education

Number of GM residents in sustained, 'good' employment

Improved skills levels

Economic growth and reduced economic outcomes across GM areas and population groups

Business start-ups and inward investment and improved business performance

Transport networks and more sustainable GM neighbourhoods

- Reduced congestion

Digital infrastructure that fully supports commercial activity, social and public service delivery in GM

Quality housing, with appropriate and affordable options for different groups

End sleeping rough on GM's streets

Reduced carbon emissions and air pollution, sustainable consumption and production, outstanding natural environment

Local, national and international pride, pride in, and engagement with culture, leisure and visitor economy

Feeling safe and that they belong

Reduced crime, reoffending and antisocial behaviour

Increased support for victims

Sustainable GM neighbourhoods

People supported to stay well and live at home for as long as possible

Outcomes for people with mental health needs

Reduced smoking, alcohol and drug misuse

People in age-friendly neighbourhoods

Growth and reduced inequality across places and population groups

Reduced social isolation and loneliness

... impacting on wider conditions (GMS targets). By 2020 ...

- Meet or exceed the national average for the proportion of GM children reaching a 'good level of development' by the end of reception
- 1,000 fewer looked-after children
- Meet or exceed the national average for young people achieving 5+ A*-C GCSEs
- 16-17 year old NEETs below the national average
- Median resident earnings will exceed £23,000
- 70,000 more residents with Level 4+ qualifications
 - 50,000 fewer residents with sub-Level 2 qualifications
- GVA per job will exceed £44,500
- 60,000 more GM employees will be earning above the Real Living Wage
- 21,500 more residents will be in employment
 - At least 5,000 more business start-ups pa
- 32% of journeys to work will use modes other than the car
- Digital indicator and target under development
- More than 10,000 net new homes will be built pa
 - End rough sleeping
- GM will reduce CO₂ emissions to 11mt
- 50% reduction in the number of times limits are exceeded for NO₂ and a 20% reduction for PM10
- Halve the gap with the national average for visits to the natural environment
- 5% pa growth in participation at cultural events and venues
- Victimization rates (household and personal crime) in line with or below the England & Wales average
- Match the national average for the % of service users and carers who have enough social contact
- Improving premature mortality will result in:
 - (i) 160 fewer deaths due to cardiovascular disease pa;
 - (ii) 350 fewer deaths from cancer pa;
 - (iii) 150 fewer deaths from respiratory disease pa
- 33,600 more people pa will be supported with evidence-based psychological therapies
- 90% of people aged over 50 will identify their neighbourhood as 'very' or 'somewhat' age-friendly
- 5,000 more 50-64 year olds will be in employment



**Priority 1:
Children
starting
school ready
to learn**

<p>Outcomes:</p> <ul style="list-style-type: none"> All children starting school ready to learn 	
<p>Targets:</p> <ul style="list-style-type: none"> By 2020, Greater Manchester will meet or exceed the national average for the proportion of children reaching a 'good level of development' by the end of reception¹ By 2020, 70 fewer very small babies will be born every year, narrowing the gap with the projected national average for the number of low birth weight, at-term births By 2020, all early years settings will be 'good' or 'outstanding', an increase from 90% in 2016 	
<p>Greater Manchester CA Portfolios:</p> <ul style="list-style-type: none"> Young People & Social Cohesion Health & Social Care Skills, Employment & Apprenticeships Digital-City Region 	<p>Greater Manchester Strategies:</p> <ul style="list-style-type: none"> Population Health Plan Start Well Early Years Strategy Taking Charge Digital Strategy Greater Manchester Spatial Framework Police and Crime Plan
<p>Ambitions:</p> <ul style="list-style-type: none"> Greater Manchester will provide strong leadership and systems infrastructure to ensure we provide integrated Early Years services with people at the centre All parents will have access to the support they need, at the time they need it, to give their child a healthy start, with good early development There will be high quality early years services across Greater Manchester and all early years settings will be rated good or outstanding by Ofsted Greater Manchester will be at the leading edge of providing our children with excellent places to play, develop and learn 	

3.1 Children starting school ready to learn is fundamental to supporting good outcomes later in life. The ² MIER highlighted early years performance as key to closing Greater Manchester's skills and productivity gap and many health and social issues can be traced back to what happens in a child's first years.

3.2 It remains a significant challenge for Greater Manchester that, despite our efforts, a third of our children entering primary education are not 'school ready'. Whilst our performance has improved over recent years, the almost four percentage point gap in early years outcomes with the national average has not been eliminated and performance across Greater Manchester continues to vary considerably, being highly correlated with deprivation. Our consultation reinforced this with respondents telling us "we need equal life chances and better services for children and young people whose families are disadvantaged".

3.3 We will only achieve our vision if we radically improve the outcomes for our youngest children. This is the responsibility of all of us – parents; teachers; mid-wives, GPs and hospital doctors, health visitors, councils, health-care organisations, voluntary and community groups, politicians and officials – and our approach has to be shaped by all of us too. Getting all our children school ready is the pre-eminent priority of this strategy and we have set an ambition that, within five years, the proportion of children with a 'good level of development' at the end of reception will be higher than the national average across all

¹ Based on the projected national average at 2020, this equates to an uplift from 66% in 2016 to 81% or above by 2020, or more than 850 Greater Manchester children per annum reaching a good level of development by the end of reception

² Manchester Independent Economic Review (2009), available here: <http://manchester-review.co.uk/>

of Greater Manchester. We will collectively commit to delivering this priority with all the relevant public bodies in Greater Manchester and encourage the voluntary, community and social enterprise (VCSE) sector and private sector bodies in Greater Manchester to join us in this pledge.

A healthy start, with supported parents and good early development

3.4 Greater Manchester developed an Early Years Delivery Model in 2012 for integrated early years services. The model comprised of an eight-stage assessment pathway, a range of multiagency support pathways, and a suite of highly evidenced tools and targeted interventions. However, while implementation is taking place and outcomes are improving, it has progressed at different rates in different parts of the conurbation. Overall, relative performance against the national average has remained largely static and a long way from our ultimate aim. And provision is under threat from continued pressures on early years budgets, particularly non-statutory provision, frustrating the opportunity for earlier intervention. We therefore need a forward investment plan which focuses on implementing the key elements of the early years model across Greater Manchester.

3.5 We need a genuinely integrated early help offer in our communities incorporating maternity, health visiting, antenatal and parenting support services, all working to identify issues early and respond to those needing support. To ensure we can meet our ambitions, we need to continue to drive quality improvement across maternity services, make the most effective use of our health visiting resources in communities and ensure effective take-up, targeting and retention in antenatal and parenting support across Greater Manchester.

Stable families and strong relationships

3.6 Fundamental to achieving the best start in life is family and the supporting relationships around the family. We need a system of early years provision that includes the best universal services supporting families and identifying the right early support and targeted specialist provision for those children and families that need it in the right way at the right time. This support does not need to be a service led solution. Rather, the role of voluntary and community groups, as well as informal networks, will be crucial in providing the local infrastructure to support parents and families and public bodies will work to encourage this. Appropriate housing to meet the needs of families throughout their lives is also vital to building stable family environments to support the best start in life.

Good early years provision in a caring environment

3.7 The Greater Manchester Start Well Early Years Strategy sets out the activities and support required to create an integrated approach to early years provision across health (including maternity and health visiting), local authority (including early help and children's services), education (including schools and early years settings) and, crucially, communities and parents. This will require investment in workforce development, our information systems and targeted early intervention provision to support parents and early years professionals to ensure the best start in life for all children.

3.8 We will ensure that the skills and employment support provided across Greater Manchester will help parents into work to reduce the number of children growing up in workless households and in poverty, along with ensuring we have the right quality and offer of childcare support to enable parents to work. This will include exploring the potential for further devolution of funding and responsibility to ensure public provision delivers the most effective solutions for people in Greater Manchester.

3.9 We will also innovate to ensure we make the most of the opportunities to integrate our early years services and workforces, developing digital solutions to integrate information and decision-making to provide the right support to families at the right time.

Places to play, develop and learn

3.10 To deliver the best start in life for our children our provision for children in all places across Greater Manchester needs to be the best it can be. We need to improve standards in our early years settings so every child in Greater Manchester can attend a Good or Outstanding early years setting. We need our children to have great places to play and enjoy. We will therefore ensure the Greater Manchester Spatial Framework promotes access to good quality community green spaces for children to play and ensure we have accessible green space right across the region. And to support the health of all our children we will ensure physical activity is embedded within early years settings and promoted within families. We will also develop specific measures which focus on reducing emissions around schools and early years sites and assist young people in understanding how they can minimise their exposure.



**Priority 2:
Young people
equipped
for life**

Outcomes:

- Reduction in number of children in need of safeguarding
- All young people in education, employment or training following compulsory education
- Improved skills levels

Targets:

- By 2020, there will be 1,000 fewer looked after children in Greater Manchester, a reduction of more than 20% on 2016 levels
- By 2020, we will meet or exceed the national average for the number of young people achieving the equivalent of 5+ A*-C GCSEs (including English and Maths), with all districts demonstrating significant progress in closing the attainment gap across their schools
- By 2020, the number of 16-17 year olds who are NEET (not in education, employment or training) will be below the national average in all Greater Manchester districts, as will the number whose activity is not known to the local authority
- By 2020, the number of unemployed 16-19 year olds will have fallen from 13,300 in 2016 to 12,000, a reduction of 10% over the period

Greater Manchester CA Portfolios:

- Young People & Social Cohesion
- Skills, Employment & Apprenticeships
- Safer & Stronger Communities
- Health & Social Care
- Digital-City Region

Greater Manchester Strategies:

- Review of services for Children
- Work and Skills Strategy
- Taking Charge
- Population Health Plan
- Greater Manchester Moving
- Digital Strategy
- Police and Crime Plan

Ambitions:

- We will ensure all children in Greater Manchester have a good primary education and successful transition to secondary school, attending and achieving throughout
- All our young people will successfully transition out of secondary school life ready, equipped for work and life-long learning
- We will ensure for those children and families requiring specialist and additional support, that their needs are identified early and appropriate person centred support is provided

4.1 If Greater Manchester is to thrive it needs to be a great place to grow-up and learn, where we invest in our young people so they are instilled with the skills, aspirations and drive needed to succeed and exceed expectations in all aspects of their lives.

4.2 Most young people grow up well in Greater Manchester, but it is still the case that over two-fifths (44%) of all young people leave school without the equivalent of five GCSEs including English and Maths, a key indicator of future success. By age 16, over one-in-ten (13%) of our young residents are not in any form of formal education, employment or training and are at an increased risk of unemployment and low earnings for the rest of their lives.

Good primary education and a successful transition to secondary school, with children attending and attaining throughout

4.3 Schools have a natural role as anchors of communities and promoters of social mobility. We will work with schools and young people across Greater Manchester to develop a "Curriculum for Life" to ensure all our young people develop the life skills they will need for the future, as well as the academic and technical qualifications to succeed. We will

support schools to drive up levels of achievement and close the gaps in performance seen across the city-region, particularly on the crucial measure of 5 or more GCSEs including English and Maths.

- 4.4** We will continue to work to achieve at least 90% school attendance, in line with national standards. This will include working across partners – including schools, local authorities, Youth Offending Services and the Police – to support children and families tackle the causes of poor attendance both within and outside the school environment.
- 4.5** We will continue to work with Government to ensure fair and sustainable funding for Greater Manchester’s schools – both for existing schools and for the capacity we will need in the future. We will also explore ways to drive a Greater Manchester focus on standards and performance across education to ensure we can support our system to deliver on our ambitions for young people.
- 4.6** We know that physically active children and young people are more likely to do better academically. And we know that physical activity can have a positive impact on mental health. We will therefore work with our partners to ensure that all education settings develop evidence based ‘whole school setting’ approaches to physical literacy, physical education, physical activity and sport, helping all children to enjoy an hour of physical activity every day.

A successful transition out of secondary school, equipped for work and life-long learning

- 4.7** We need to ensure that there is a clear pathway for all young people to follow to reach their full potential. This will mean working in a more integrated manner between educational institutions, business, local authorities and residents. Schools, colleges and training providers need to prepare people for the world of work; this will mean that the current focus on qualifications needs to be enhanced with the core competencies required to succeed in the workplace. School curricula need to be enriched by experience of the world of work, including providing all young people with encounters with business through work placements, business mentoring or real life business projects. We will work with schools and businesses to develop the best approach to delivering this in Greater Manchester.
- 4.8** We will also work with schools to ensure that all young people have the opportunity to follow specific education and employment pathways and to increase the proportion of young people who continue to develop their science, technology, engineering or maths (STEM) skills after their GCSEs, through either an academic or vocational/technical route. We will raise the aspiration for technical education so that it is held in the same esteem as academic education. Our young people should feel that opportunities across the whole of Greater Manchester are theirs to explore and we will make sure that transport is not a barrier to taking up opportunities by making public transport more affordable for young people.
- 4.9** The delivery of Careers Education Information Advice and Guidance (CEIAG) provision to young people is fragmented, not always well linked to labour market opportunities and of variable quality. We need to ensure that our young people get the highest quality advice throughout their school years that helps them to make informed decisions about their pathways to further and higher education or into the world of work or entrepreneurship. This “Curriculum for Life” needs to inform young people about the jobs available in the labour market and how to start their own business, but also to equip them with high levels of emotional resilience and wellbeing. We will intervene early so that young people at risk of not being in education, employment or training (NEET) are equipped with the skills,

confidence and support needed to move into the world of work or further study, ensuring that fewer young people are 'hidden' from the essential support services they need.

4.10 We want more of our young people to undertake high quality apprenticeships. The number of people aged 16-24 accessing apprenticeships has grown from a low baseline in recent years but is levelling off and most apprenticeship starts are at intermediate level not the advanced, higher and degree level needed to drive productivity and growth. Apprenticeship achievement rates are variable across the conurbation and need to improve overall. We will work with employers to increase the number of quality apprenticeships offered to school and college leavers. We will also seek to match the right apprentices with the right employers, both through appropriate and timely careers advice and inspiration, and through the introduction of a UCAS-style application system which encompasses all learning routes, including apprenticeships.

Specialist support for those that need it

4.11 Where young people and their families do require support, we need to provide access to the best universal services for children, linked to the right early support for those that need it, and safeguard those who are most vulnerable.

4.12 We have made real progress in helping more of our hard to reach residents and through our Troubled Families programme we have now helped over 8,000 families improve their life chances. We will build on this experience to transform our services supporting families, investing in early help approaches to intervene earlier to prevent problems developing and escalating, and improve the long term outcomes for our young people and families. Driving investment (including the potential for social investment) in earlier intervention to support the life chances of children and families is central to our Reform Investment Fund, which brings together local and national transformation funding, including Troubled Families Programme funding, to drive our reforms across Greater Manchester.

4.13 It is critical that we have the right support available for young people at key times in their lives – particularly mental health support, which if unavailable could have long lasting impacts on children and families. We also need to reduce the inequalities that exist in outcomes for children across Greater Manchester so that, regardless of geography, children have access to similar service provision for the best chance of successful outcomes at both early and specialist need levels of help.

4.14 We need to improve the outcomes and experiences of those children our services have the most direct influence on. The health and educational outcomes for children entering the care system are significantly lower than for the population in general. And the number of children taken into care has been rising. We will implement more effective edge of care responses to reverse this trend, supporting more families to stay together, reducing the number of looked after children, and improving the outcomes for those that do enter the care system. We will also work to provide appropriate housing and support for those leaving the care system.



**Priority 3:
Good jobs, with
opportunities for
people to progress
and develop**

Outcomes:

- Increased number of Greater Manchester residents in sustained, 'good' employment
- Improved skills levels

Targets:

- By 2020, median resident earnings (all employees) will exceed £23,000, up from £21,585 in 2016³
- By 2020, there will be 70,000 more Greater Manchester working-age residents with Level 4+ (degree level or equivalent) qualifications, an increase from 34.6% of the working-age population in 2016 to 38.3%
- By 2020, there will be at least 50,000 fewer Greater Manchester working-age residents with qualifications below Level 2, a reduction from 27.7% of the working-age population in 2016 to 24.6%
- By 2020, more than 40,000 Greater Manchester residents per annum will start an apprenticeship, and the achievement rate for apprenticeship programmes will reach 75%. This compares to 30,379 apprenticeship starts in 2015/16, and an achievement rate of 66.4%

Greater Manchester CA Portfolios:

- Skills, Employment & Apprenticeships
- Business & Economy

Greater Manchester Strategies:

- Work and Skills Strategy
- Greater Manchester Industrial Strategy

Ambitions:

- All residents (in and out of work) will have the opportunity to progress into all levels of technical & academic skills provision, ensuring our people are life-ready, and employers will offer high quality employment with clear progression routes
- Greater Manchester will be the place in the UK leading the way in ensuring we have the most integrated approaches and systems possible to develop good jobs and progression

5.1 Good quality, well-paid work – and connecting our residents with those jobs – is critical for the economic and social success of Greater Manchester. Age, gender, sexual orientation, race, disability or socio-economic background should be no barrier to success in Greater Manchester.

5.2 Skills are central to this. An individual's skills are the single most important factor in determining their employment status and whether they have a good and rewarding job. A skilled workforce is essential for all our businesses to become more productive, for our public services to improve, and to deliver the key infrastructure projects on which prosperity depends.

5.3 Greater Manchester has seen significant improvements in workforce skills over the last decade with the proportion of residents with no qualifications falling from 17.1% in 2006 to 9.8% in 2016 and the proportion with the equivalent of a degree level qualification rising from 25.6% to 34.6%. The employment rate has recovered from a post-recession low of 66.0% in 2011 to 70.5% in 2016. However, there are significant disparities between different parts of the conurbation, with some wards as high as 40% for no qualifications and as low as 10% for degree level equivalent; and with employment rates as low as 39%.

5.4 Significant gaps for skills and employment rates also exist between Greater Manchester and the national average and parts of the economy remain entrenched within lower skill, lower productivity, and lower wage activity. 'In-work poverty' is increasingly prevalent and over a quarter of residents rely on tax credits to support their incomes. The nature of employment is also changing, with an increase in more insecure work: 3% (40,000) of jobs are zero-hour contracts; 5% (66,000) are temporary; and over half of the jobs created in Greater Manchester in the past five years were temporary or self-employed. Wages have fallen by 6.6% in real terms between 2006 and 2016. Though they have started to rise again since 2014, the average worker in Greater Manchester still earns 81p an hour less in real terms than they did in 2006. The gap in wages between Greater Manchester and the national average has widened over the decade: workers in Greater Manchester earn 67p less an hour than their counterparts in the UK as a whole.

Enabling residents to get the skills needed to succeed and progress

5.5 Young people need to leave the education system with the knowledge, skills, and attributes necessary to succeed in the labour market. Working age adults who are out of work, or who have low levels of skills that hold them back, need to have access to the support needed to enter and sustain employment. An offer should be available for all adults to up-skill and progress their careers.

5.6 A step-change is needed to ensure that skills providers and employers are fully engaged in shaping our approach; and that the leadership and capacity exists to co-produce and co-fund higher level and technical skills. Recognising that globalisation, technological change and an ageing population and workforce will continue to impact on the sectors and occupations that are likely to grow, the Greater Manchester skills system will need to be flexible, adaptable and resilient in the long-term. We will join up activity within schools, further education and training providers and universities to ensure that there is a seamless, whole-system approach to education, work and skills. Employers should sit at the heart of this system and post-16 providers need to ensure that the academic and vocational offer is high quality and aligns with the needs of business.

5.7 Our key priorities are to raise attainment rates across all provision; place a greater emphasis on developing core employment skills, including basic skills in English, Maths and Digital; and increase the volume of higher level skills. We will also work with universities to connect graduates with employment opportunities in Greater Manchester's small and medium enterprises and retain more graduates in the city-region.

5.8 An investment strategy is needed to lever in additional capital and revenue funding from public and private sources and to drive innovation in skills development and delivery. This strategy will need to recognise the different skills requirements across all parts of our city-region, including our most deprived neighbourhoods, and of minority and marginalised groups.

5.9 Analysis of current and future skills needs in Greater Manchester points to a requirement to prioritise and find new ways to deliver higher level, technical and professional skills which will enable employers to compete on the basis of higher skills, improved productivity and greater innovation. A substantial growth in the number of higher and degree level apprenticeships will make an important contribution to meeting this skills gap.

5.10 We will ensure that the Apprenticeship Levy is used to maximum effect, not only within private industry but also within Greater Manchester's public sector, ensuring that employers are encouraged and supported to develop their workforce using apprenticeship

programmes in job roles at every level within an organisation, and that apprentices receive the support required to meet their development needs and progress in their careers. We will seek to better match prospective apprentices with employers, both through appropriate and timely careers advice and inspiration, and through the introduction of a UCAS-style application system.

An integrated approach to developing good jobs

- 5.11** The education and skills system has to be intrinsically linked with routes into work so that there is a clear pathway that begins in the early years before children start school, and leads them through education into higher learning, an apprenticeship or work. This whole-system approach sits at the core of the fully integrated and inclusive education, skills, employment and health system that will enable Greater Manchester's residents and employers to grow and thrive.
- 5.12** Employers need to be at the heart of creating good jobs. This means providing people with the opportunities to train and progress in work, with secure work when they need it, but flexibility to fit their individual circumstances. Employment rights need to be protected and Greater Manchester needs to be at the forefront of employment standards and workplace innovation so that it is universally recognised as a great place to work.
- 5.13** We will also work more closely with local big employers and anchor institutions (for example, universities, hospitals and local authorities) to deliver local economic benefit. This will include employing more local unemployed residents, increasing the amount they spend in their supply chains with small and medium sized enterprise (SMEs) and social enterprises, and offering volunteering, mentoring and work experience opportunities.
- 5.14** Higher skills will not be enough to raise pay and productivity unless businesses are able to utilise those skills. That is why we will align our work and skills system with our business support offer to provide seamless support to firms to encourage the adoption of higher productivity, higher skill and higher wage business models. This will include developing approaches to strengthen leadership and management skills within Greater Manchester's business base. Alongside this, our local Industrial Strategy (outlined in priority 4) will set out approaches to increasing productivity to increase output and increase wages.
- 5.15** Greater Manchester's place at the forefront of devolution, with the development of person-centred services and integration of economic interventions to make them more effective, is also creating other opportunities to innovate. Programmes such as Troubled Families and Working Well have clearly shown that by providing bespoke support we can help people to address the complex issues that residents face, and we will build on the lessons learnt from that activity. By bringing together services such as health and transport with skills provision, we have shown that the barriers to employment can be tackled – particularly the positive impact the right mental health support can have in getting and keeping people in work.
- 5.16** We will work with central government to explore opportunities to develop this integrated place-based offer, so that Greater Manchester can shape the entire employment support offer currently delivered by the Department for Work and Pensions commissions and Jobcentre Plus. This will enable the development of more effective and efficient place-based offer by commissioning at scale and adding value through formal alignment of the full range of employment, skills and health resources and services.

**Priority 4: A
thriving and
productive
economy
in all parts
of Greater
Manchester**

Outcomes:

- Improved economic growth and reduced inequality in economic outcomes across Greater Manchester places and population groups
- Increased business start-ups and inward investment, and improved business performance

Targets:

- By 2020, GVA per job will exceed £44,500, up from £41,984 in 2015⁴
- By 2020, 60,000 more Greater Manchester employees will be earning above the Real Living Wage, an increase from 76% of employee jobs in 2016 to 80%
- By 2020, 21,500 more Greater Manchester residents will be in employment, relative to a 2016 baseline of 1,273,000
- By 2020, there will be at least 5,000 more business start-ups pa compared to 2015 levels, an increase from 90 start-ups per 10,000 Greater Manchester working-age residents to 117 or more
- By 2020, GVA generated from foreign direct investment job creation will be £310m, up from £290m in 2016/17

Greater Manchester CA Portfolios:

- Business & Economy
- Housing, Planning & Homelessness
- Digital City-Region
- Safer & Stronger communities

Greater Manchester Strategies:

- Greater Manchester Industrial Strategy, underpinned by:
 - Internationalisation Strategy
 - Science and Innovation Audit
 - Greater Manchester Digital Strategy
 - Climate Change and Low Emissions Strategy
 - Greater Manchester Spatial Framework
 - Northern Powerhouse Independent Economic Review
 - Northern Powerhouse Strategy
 - Greater Manchester Investment Strategy
 - 2040 Transport Strategy
 - Greater Manchester Sector Strategies
 - Greater Manchester Social Enterprise Strategy
 - Community Resilience Strategy

Ambitions:

- Greater Manchester will drive our economic growth through nurturing and developing all of our industries, attracting new businesses and ensuring strong and productive sectors across the city-region
- Greater Manchester will be recognised as one of the best places in the UK to start up, develop and grow business, fostering the spirit of entrepreneurship
- Greater Manchester will become a top 20 global city by 2035
- Greater Manchester will be at the heart of a thriving Northern Powerhouse
- Greater Manchester is recognised as top 5 European digital city-region, with strengths around: E Commerce, Cyber Security, Media/Creative, Data Analytics
- Greater Manchester will continue to invest in and develop our science and innovation assets to maintain world-class excellence and stay at the forefront of international scientific development
- We will have the right employment sites and premises, in the right locations to support economic growth in all parts of Greater Manchester
- Greater Manchester's town centres are quality places where people choose to live and work

⁴ Both the 2015 baseline and 2020 target are quoted at constant 2013 prices. This follows the methodology used in Greater Manchester Accelerated Growth Scenario (AGS), from which the target has been derived, and reflects the 2013 price base used in the national accounts.

6.1 To create a thriving, inclusive economy we need to focus on raising productivity by harnessing the strengths of Greater Manchester's people, assets and places. Only then will we be able to mobilise the resources to tackle the underlying barriers to investment and enterprise in parts of the conurbation and ensure that all parts of the city-region and all our people can contribute to, and benefit from, economic growth.

6.2 Given the decision to withdraw from the European Union, we need to focus on maximising our existing competitive advantages. Greater Manchester has always been an outward looking city with a rich history of global trade and welcoming of diversity and talent. Remaining open, international and connected will be ever more important in the coming years. As the heart and driver of the Northern Powerhouse economy, we need to prepare for, and take advantage of, the transformational opportunities major infrastructure improvements, such as HS2 and Northern Powerhouse Rail, will provide.

Creating strong and productive sectors

6.3 As a key part of our local Industrial Strategy, we will focus on supporting growth in high value activity in sectors and on assets that are, or have the potential to be, world-leading and globally distinctive. We will work with the private sector, VCSE sector and universities to develop our local Industrial Strategy to facilitate the development of high value, private sector driven clusters in our prime capability sectors, including:

- Business, finance and professional services – building on our strengths in legal and accounting, insurance, and business services;
- Manufacturing – building on our strengths in advanced materials, textiles, chemicals, and food and drink, and Greater Manchester firms' role in national supply chains;
- Health innovation – building on our strengths in life sciences, medical technology/ devices, health services, and devolution; and
- Digital – building on our strengths in ecommerce, cyber security, media/creative and data analytics.

6.4 We want these sectors to grow in value and employment terms in the Greater Manchester economy. We will also seek to grasp the economic opportunity from the global transition to a low carbon economy offered by our leading low carbon and environmental goods and services sector.

6.5 To deliver a significant improvement in the productivity of Greater Manchester and the living standards of many residents, we also need to focus on raising the productivity of high-employment sectors. We will therefore also focus our Industrial Strategy on sectors such as retail, tourism and construction, which currently account for over a quarter of all employment in Greater Manchester, identifying the measures that need to be in place to support the transition to higher productivity in these sectors. In addition we will work with partners in developing our Industrial Strategy to ensure that the full contribution of the VCSE sector and social innovation to economic growth and social and economic inclusion is capitalised on.

6.6 Across all sectors it will be critical that we support our businesses to address the challenges and opportunities they will face when adopting radical new digital technologies that will boost productivity and create new high tech jobs. We will ensure that our workforce is equipped with the new range of skills required for future ways of working. Greater Manchester's Digital Strategy will set out a clear vision of our future as a world leading digital city, and will take an open, innovative approach to delivering that ambition. We will also continue our nationally-leading work with industry, academia and security services on local cyber resilience with the aim of not only preventing cyber-attack incidents but improving our population's cyber skills and offering new career opportunities.

Cultivating science and innovation assets

6.7 We have consistently invested in our science and innovation strengths – including funding the establishment of the Graphene Engineering Innovation Centre and creating a dedicated £40 million Life Sciences Investment Fund. We successfully delivered the European City of Science in 2016 which has further built Manchester’s reputation as a city of scientific research and provides a platform to continue to develop and strengthen the collaboration between scientists and researchers, innovators and business across Europe and the rest of the world.

6.8 The Greater Manchester and Cheshire East Science and Innovation Audit sets out the global competitive advantage the region can capture by fully capitalising on its core capabilities. This will be achieved by linking our unique clusters of excellence in fundamental science with an ability to put that scientific knowledge into application. Three key opportunities identified are:

- Health – a globally leading centre for clinical trials. We have the largest concentration of excellence in health research nationally outside South East England. Key facilities in support of cutting-edge research and innovation are set in the context of a large and stable population exhibiting significant health challenges. Health and social care devolution has created the unprecedented opportunity for a concerted push towards innovation for both health and economic benefit. We have put in place a platform, Health Innovation Manchester, to refocus our priorities around a system and place. Synergies with the digital sector (such as health informatics) allow us to drive towards becoming a globally leading centre for clinical trials.
- Materials – rapid accelerator to application. In advanced materials, the opportunities to develop ‘Graphene City’ highlight the unique presence of world-leading science engaged with business and producing start-up companies. The next steps are to systematise the pathway through higher technology readiness levels with the opening of the Graphene Engineering Innovation Centre (GEIC) and to turn our discoveries to applications. The Sir Henry Royce Institute will create a national focus to overcome traditionally long lead times and act as a “rapid accelerator” through technology readiness levels to application, notably in the manufacturing sector.
- Innovative Technology - Greater Manchester as a full-scale test-bed and lead market to develop and demonstrate innovative technology. Our fast-growth opportunities, digital and energy, as with health, combine excellence in research and facilities with a particular competence in mounting large-scale projects in the community. This is illustrated by the large-scale demonstrators, CityVerve and Triangulum, which enable whole systems to be tested and create multiple business opportunities. Industrial biotechnology is a capability of relevance for the concentration of related industries in the North of England. Focusing on synthesising new products and intermediates, it helps develop both sustainability and resilience in the move away from fossil fuels and feedstocks and offers the potential to address disease pandemics and tackle antimicrobial resistance.

6.9

We will continue to invest (from our own and external funds) to maintain world-class excellence and remain at the forefront of international developments in our opportunity areas, building on assets such as our universities, science parks, innovation centres, hospitals, and cultural institutions. Notably, this will exploit the synergies between our areas of strength in order to develop route-ways to the market. Central to our plans is the Pankhurst Centre for Research in Health, Technology and Innovation.

This will be a path-breaking, cross-disciplinary Institute bringing together clinical research with materials science, informatics, engineering and computer science to address major health problems, and unlock synergies between our strengths of health and materials plus digital and biotechnology.

- 6.10** We will also ensure the right local skills mix is in place, particularly higher-level technical skills, to drive innovation, reinforce our identified scientific strengths, and improve our ability to attract and retain talented individuals. Leadership and management capacity for our innovative sectors are also critical.
- 6.11** As we build critical mass, there will be increased opportunity to ensure businesses gain access to diverse finance support to help them to scale-up. We need to realise the benefits of 'absorptive capacity' within small medium enterprises, improving their ability to integrate new information for commercial ends. This includes increasing the provision of adequate space for both start-ups and scale-ups and leveraging in smarter procurement practice from the public sector to incentivise innovative practice (including through data-sharing initiatives such as Greater Manchester Connect and Datawell).

Supporting enterprise and entrepreneurship

- 6.12** Greater Manchester has made significant progress in recent years in developing its support infrastructure for businesses. The Greater Manchester Business Growth Hub is a national exemplar for the delivery of business support services. It has supported the creation of 3,200 new jobs which have added £130m of annual GVA to the economy in the last two years. However, businesses have told us that we need to do more to support business growth, particularly in high value start-ups and SME 'scale ups'. We will work with businesses to overcome key barriers to growth – including skills, innovation, access to finance, export promotion, and leadership and management – by aligning all services around the needs of the employer.
- 6.13** It will also be necessary to support our businesses to invest, innovate and diversify and so ensure their resilience during the period of change and uncertainty following the decision to withdraw from the European Union, supporting them to navigate this uncertainty, manage change and take advantage of new opportunities.

Seizing opportunities from international markets

- 6.14** Greater Manchester has developed an Internationalisation Strategy which, in light of the vote to leave the European Union, identifies how we can maximise global market opportunities that enable us to make the most of our leading sectors and assets and build our global brand, capitalising on the excellent connectivity provided by Manchester Airport. These include retaining strong links with Europe and the USA as our largest, most significant and most mature markets for international trade, investment, visitors, academic research and students.
- 6.15** The internationalisation strategy also identifies 'opportunities markets' where it will be critical to strengthen links – China, India, Japan and the United Arab Emirates – as there is clear growth potential and we are well placed to build upon existing trade, investment, cultural and other relationships. We will also look to promote links with markets such as Malaysia, Singapore, Canada, Australia, Saudi Arabia, Taiwan, South Korea, Nigeria and Brazil where there are opportunities in relation to some of our niche areas of strength, such as health innovation, 2D materials and sport.

- 6.16** Given the risks and uncertainty caused by Brexit, key priorities will be to grow the value of exports from Greater Manchester, attract more foreign direct investment (especially that which offers higher value, higher wage, employment), and maintain and strengthen the international academic linkages of our universities.
- 6.17** Building on our strong track-record of hosting and successfully delivering major international events – including the 2002 Commonwealth Games, the 2013 Rugby League World Cup, and the 2016 European City of Science – and based on our existing international profile, we will continue to ensure Greater Manchester has strong international links at this important time and is seen as an economy open to the world. This will include hosting international events as a platform to raise our profile, build our asset base and grow our economy.

Strengthening existing, and creating new, employment locations

- 6.18** Creating strong employment locations in all parts of Greater Manchester, with good access from residential areas, is central to achieving a more inclusive and sustainable city-region. We need to focus on those locations that are attractive to investors and meet the requirements of developers, while driving investment in priority areas for growth and regeneration to address the underlying weak market conditions in parts of the conurbation. The Greater Manchester Spatial Framework will help us to ensure that we have the right type of land in the right places to support economic growth in all parts of Greater Manchester.
- 6.19** We need to build on the success of our existing investment funds – our ‘Evergreen’ investment fund has invested £88m in commercial development and infrastructure projects and has created 8,000 new jobs and redeveloped double the initial expectations of brownfield land – but develop this further into a place-making approach. This will need to bring together policies and investments around education and skills, housing, transport, commercial development, public service reform and amenities to create inclusive, sustainable, growth locations.
- 6.20** Currently there are a small number of locations which make a disproportionate contribution to sub-regional economic growth and their continued success is fundamental to Greater Manchester’s prospects. We will ensure that traffic congestion and lack of alternative travel options do not act as a brake on achieving the full potential of these locations – stress-free journeys should be the norm. As part of this it will be critical that we continue to develop the regional centre as the primary driver of economic growth and ensure that residents from all parts of Greater Manchester can have quick, affordable and multi-modal transport options to access the jobs created. We will also capitalise on the investment planned at Manchester Airport, including the arrival of HS2 and Northern Powerhouse Rail, to strengthen this as an internationally competitive employment location.
- 6.21** A strong portfolio of industrial and warehousing locations is also critical to the success of Greater Manchester. We need to continue to nurture our existing industrial and warehousing locations to ensure that they remain competitive. Through the Spatial Framework we will identify and bring forward new locations, which capitalise on our unique strengths such as our strategic transport network (rail, road, and water), including the opportunities of Port Salford, the UK’s first tri-modal inland port. We will work with Government to bring forward proposals to unlock stalled industrial developments on brownfield land. Through the Spatial Framework we will also protect existing ‘medium grade’ industrial sites, which provide important quality jobs across Greater Manchester. Where firms cannot remain on their

existing sites (either because they are not in suitable premises or they are being displaced by other activity), we will support firms to relocate within Greater Manchester.

Putting pride back in our town centres

- 6.22** Town centres are critical to the future success of all parts of Greater Manchester. We have a diverse range of town centres with huge potential for the future, including our principal town centres of Bolton, Bury, Oldham, Rochdale, Wigan, Altrincham, Ashton-under-Lyne and Stockport and other major towns and district centres such as Eccles, Leigh and Stalybridge.
- 6.23** We will bring forward proposals for how our town centres can be re-purposed and modernised through transformational development so they can become quality places to live and work, balancing new higher-density residential development with quality cultural facilities, public spaces, a good environment for walking and cycling, public services, retail, entertainment, and employment offers, as well as key access points to an integrated transport network. Achieving those ambitions is a crucial element of our brownfield first priority and our place-making approach to deliver an inclusive economy.

**Priority 5:
World-class
connectivity
that keeps
Greater
Manchester
moving**

Outcomes:

- Improved transport networks and more sustainable Greater Manchester neighbourhoods
- Reduced congestion
- Future-proofed digital infrastructure that fully supports commercial activity, social engagement and public service delivery in Greater Manchester

Targets

- By 2020, the proportion of journeys to work by modes other than the car will have reached 32%, up from 29% in 2015
- By 2020, 90% of journeys by road during the morning peak period will be completed within the typical journey time, up from 88.5% in March 2017
- In 2016, levels of NO₂ exceeded 200mg per m³ 92 times, and levels of PM10 exceeded 50mg per m³ 42 times. By 2020, we will have achieved a 50% reduction in the number of times exceeded for NO₂ , and a 20% reduction for PM10 at all sites
- Digital indicators and targets under development⁵

Greater Manchester CA Portfolios:

- Transport & Infrastructure
- Digital City-Region

Greater Manchester Strategies:

- 2040 Transport Strategy
- Northern Transport Strategy
- Digital Infrastructure Plan
- Greater Manchester Spatial Framework
- Low Emissions Strategy and Air Quality Action Plan

Ambitions:

- Greater Manchester will have world-class connections that support long-term, sustainable economic growth and access to opportunity for all
- Reducing congestion and improving air quality
- Greater Manchester will be a key international gateway to the UK and will be a gateway to the world for UK businesses and communities
- Greater Manchester will have world-class digital infrastructure

7.1 Greater Manchester’s ambitious plans for prosperity will be driven by connectivity. Good quality, reliable and affordable transport across Greater Manchester is vital to release the potential of our communities by connecting people to jobs and opportunities, and fundamental to building an inclusive, growing economy. This is as much an issue for our rural communities as it is our towns and regional centre. This is true on both a local and pan-northern level; as Greater Manchester has a central role to play at the heart of a successful, better connected, Northern Powerhouse.

7.2 Over the past decade Greater Manchester has made huge investments in developing the city-region’s transport infrastructure, operating the largest capital transport programme in the UK outside London. While this has led to significant improvements in journey times and reliability, 38% of those responding to our online consultation still told us that “the public transport system is unreliable, too expensive and lacked investment”.

⁵ Digital indicators and targets are being developed to align with the forthcoming Greater Manchester Digital Strategy, anticipated to be published in December 2017

The challenges ahead are significant and, over the next 20 years, population growth and a rise in employment could lead to as many as 600,000 more trips on Greater Manchester's transport networks every day by 2035 which, unless we act now, could result in significant worsening of highways congestion and public transport overcrowding.

7.3

As a global trading city it is vital that we have fast and frequent access to markets around the world. But connectivity is not just about our physical links. Digital infrastructure⁶ is a prerequisite for the expansion of our digital, tech and creative sectors; it drives business growth and investment across our economy; it is fundamental to innovation and transformation in public service delivery, and is key to social and digital inclusion.

7.4

An integrated public transport system that is affordable and reliable

The Greater Manchester 2040 Transport Strategy sets out our strategy to develop a high quality, fully integrated transport system for Greater Manchester, with travelling customers at its heart. We will take a whole-system approach to the management, maintenance and renewal of the transport network across all modes – roads, trains, trams, buses, active travel and freight, and catering for all types of journey – from local neighbourhood trips to global travel. We will ensure our transport infrastructure and services are accessible to all, including disabled people and those with mobility problems.

7.5

We will continue to invest in the capacity, flexibility and reliability of the Metrolink network: the second city crossing opened in Spring 2017 and work has now also started on a new Metrolink extension to Trafford Park.

7.6

To improve links across the conurbation, we will use the Mayor's new powers under the Bus Services Act to deliver a bus network that is well integrated with the rest of the transport system and to ensure that fares offer best value to the customer, making buses an attractive travel option for more people. We will work with Government to establish a new long-term funding basis for the future transformational transport network set out in the 2040 Transport Strategy, to address the historic underfunding of on our roads and railways, and to introduce integrated SMART ticketing. We will also make the case for our rail stations to be managed locally, ensuring they are offering the right facilities to support their communities.

7.7

Reducing congestion and improving air quality

Improving journey time reliability on our roads and on public transport is a priority to relieve the frustrations of commuters stuck in traffic and reduce the £1.3bn cost to business of delayed deliveries and employees arriving late. We will invest to make road journeys more reliable, ensure that existing transport networks are well-maintained, and create a modern public transport system so that people have a real alternative to the car for orbital trips around the city-region, as well as into our town and city centres. As part of this, we will encourage our residents to lead active lives, putting in place the infrastructure required to enable more people to walk or cycle and redesigning our streets to meet the needs of all users, establishing Greater Manchester as a world-leading cycle city.

7.8

Reducing the environmental impact of road transport will be critical to supporting our carbon targets and improving air quality, as it accounts for 65% of nitrogen oxide and 79% of particulate emissions. These two dangerous pollutants contribute to respiratory illness, as well as cardio-vascular problems and cancer, leading to around a thousand

7.9

⁶ Defined as fixed digital connectivity (e.g. superfast broadband or fibre to the premises), 4G and next generation 5G mobile connectivity and public wifi

early deaths in Greater Manchester every year. Urgent action at both national and local levels is required. Locally we are committed to implementing the Greater Manchester Low Emissions Strategy and Air Quality Action Plan to reduce levels of these harmful pollutants generally and in parts of Greater Manchester where emission levels are in breach, or are at risk of breaching, EU legislation.

Connections to the world

7.10 We will work with our partners across the North and in Government to implement the Northern Powerhouse Strategy, to create a physically and economically connected Northern economy. As part of this we will work to deliver the priorities set out in the Northern Transport Strategy, starting with the delivery of HS2 and Northern Powerhouse Rail, linking Manchester and the Airport to the other great cities of the North. And we will establish local rapid transit links from our HS2 hubs at the Airport, Piccadilly and Wigan across the city-region to ensure that all our economic centres and communities benefit from the strengthened connections. This will place the whole of Greater Manchester at the heart of a first class national and international transport network.

7.11 We will continue to strengthen our connectivity to the rest of the world to drive trade, tourism, and investment. Manchester Airport now serves more than 200 destinations across Europe, the US, the Middle East and China and East Asia, and is the undisputed gateway to the North. It will be essential that we continue to support the Airport's expansion.

7.12 Following the development of the post-Panamax facility at the Port of Liverpool, the Manchester Ship Canal can once again provide modern, direct shipping links to the world, transforming our logistics and freight offer through the facility at Port Salford. This is a significant economic opportunity and also has the potential to have environmental benefits, removing freight from roads and moving it more sustainably by rail and water.

World-class digital infrastructure

7.13 Ubiquitous, affordable, future proofed digital infrastructure is a prerequisite for world leading cities. Our ambition is for Greater Manchester to be the UK's leading digital city, and in the top five in Europe. A place where bandwidth is never a barrier to commercial activity, social engagement, or the delivery of public services. World-class digital connections need to be available in all parts of Greater Manchester at a price and quality that provides a significant competitive edge internationally for business and allows residents to fully participate in the digital world. Following our Digital Summit in July 2017, we are developing a Digital Strategy for Greater Manchester with the industry and communities including digital skills, digital infrastructure, growing our digital sector and connecting our communities. We will implement a Digital Infrastructure Plan to accelerate the delivery of full fibre networks with no bandwidth ceiling, ensure that all Greater Manchester has minimum superfast speeds, and position Greater Manchester to be at the forefront of the roll-out of 5G mobile from 2020.

7.14 It is also our ambition to use digital technologies to develop fully joined up public services. We are progressing initiatives such as CityVerve, Greater Manchester Connect and Health Innovation Manchester to ensure that Greater Manchester is at the forefront of the digital public services revolution and will continue to pilot new digital approaches to service delivery.



**Priority
6: Safe,
decent and
affordable
housing**

<p>Outcomes:</p> <ul style="list-style-type: none"> • High quality housing, with appropriate and affordable options for different groups • No one sleeping rough on Greater Manchester’s streets 	
<p>Target:</p> <ul style="list-style-type: none"> • By 2020, more than 10,000 net additional dwellings will be built per annum, up from 6,190 in 2015/16 • End rough sleeping by 2020, from an estimated 189 rough sleepers in 2016 	
<p>Greater Manchester CA Portfolios:</p> <ul style="list-style-type: none"> • Housing, Planning & Homelessness • Finance & Investment • Transport & Infrastructure • Safer & Stronger communities 	<p>Greater Manchester Strategies:</p> <ul style="list-style-type: none"> • Greater Manchester Spatial Framework • Greater Manchester Homelessness Strategy • Greater Manchester Housing Strategy and Housing Investment Fund • Transport 2040 • Integrated Risk Management Plan
<p>Ambitions:</p> <ul style="list-style-type: none"> • Greater Manchester will become the UK’s leading innovator in housing development • All parts of Greater Manchester will be neighbourhoods of choice, with good quality affordable homes in safe and attractive communities, well served by public transport, so that the people that live in them are connected to jobs and opportunity and have access to excellent local amenities, green spaces and a high quality cultural and leisure offer. • Be a national leader in ending rough sleeping and reducing homelessness 	

8.1 We need to create a housing offer to meet the needs and aspirations of existing and future residents. Residents told us that there is “not enough housing available”, that “better supported housing is needed for vulnerable people”, and that “Greater Manchester needs more homes across the full range of prices and sizes but these need to be planned more intelligently than in the past so that they can take advantage of public transport infrastructure and services.” We will engage communities to achieve those goals.

8.2 Homelessness and rough sleeping have been growing problems in Greater Manchester over recent years, exacerbated by financial insecurity, health issues and family breakdown, as well as a lack of appropriate housing options. This strategy identifies homelessness as a key priority to tackle in Greater Manchester with the objective of ending rough sleeping by 2020 and tackling the causes of homelessness.

Providing the homes we need

8.3 Over 6,000 net new homes are built across Greater Manchester each year, and affordability remains good by national comparison. We are already taking active steps to increase the pace of house building. Through the £300m Greater Manchester Housing Fund we will deliver an additional 10,000 new homes over the next ten years. However there are still nowhere near enough new homes being built to meet local needs and assist in reducing homelessness, as well as the demand stemming from the job growth of our economy and changes in our demographics. We need to build over 10,000 houses a year for the next 20 years.

8.4 The Greater Manchester Spatial Framework will provide the context within which we will boost the pace of housing development and improve the quality, choice and affordability of the homes on offer so that our housing markets meet the requirements and aspirations of existing and future residents. We will ensure that a greater proportion of our housing is built with the future care needs of residents in mind.

8.5 Through our Investment Strategy we will put in place new models of development and investment to maintain a strong and continuing emphasis on directing new housing to brownfield land in urban locations, limiting the requirement for greenbelt development whilst protecting and enhancing the quality of life in our existing urban areas. We will work with social housing providers and councils to build more of the affordable homes that we need.

8.6 We will continue to develop the high density urban offer in and around the regional centre to attract the increasing number of people who want a city centre lifestyle. We will look to increase the density of our housing supply around public transport hubs. As part of a broader approach to repurposing and reinvigorating our town centres we will develop Greater Manchester's town centre offer for housing for a broader range of households, to make town centres residential locations of choice.

8.7 We will continue to support development in existing suburban areas which are attractive housing locations and seek to bring forward development in other neighbourhoods that have the attributes to sustainably attract and retain a highly skilled workforce.

To reduce carbon emissions from housing and reduce energy bills, we will also need to support increased energy efficiency in homes and decentralised energy generation in communities.

8.8 **Creating neighbourhoods of choice**

8.9 Simply focusing on the number of new houses is not enough. We need to have a much stronger focus on raising the quality of life in all neighbourhoods. We need more of our neighbourhoods to be neighbourhoods of choice, where residents are connected to opportunity and are able to enjoy an excellent quality of life. To achieve this we need to see housing policy as just one part of a wider place-making approach along with education and skills, employment, transport, health, commercial development and public service reforms.

8.10 Continued regeneration of our social housing estates is necessary to raise the quality of life of existing and new residents and better connect them into local and Greater Manchester economic opportunities. We will re-examine the role of social housing, making sure that it is used to help meet real need, to support people to gain or regain their independence and makes best use of the available stock to meet wider needs. We will invest in new supported housing for vulnerable residents who cannot stay in their homes, to improve their quality of life.

8.11 We will also work with private landlords and tenants to improve the standards of housing and security of tenure in the private rented sector. Improving the quality of private rented stock can have a major impact on the sustainability of a local area, making it a neighbourhood of choice where people want to live. A core principle running through all our housing policy is that nobody should live in unsafe housing – owner-occupier, private rented, or social rented – and Greater Manchester partners will work together to ensure all our housing stock is safe. Good quality housing is a key factor in ensuring the health and wellbeing of the population and a new Health and Housing programme will target improvements in poor quality housing which is detrimental to resident health.

Tackling homelessness

While we have experienced strong economic growth over the past decade, alongside this we have seen evidence of a growing inequality leading to increased homelessness and people sleeping rough on our streets. This is not an inevitable consequence of the Greater

8.12 Manchester economy and it will not go unanswered. We need a long term plan to prevent and tackle all types of homelessness, along with short term solutions to support those in immediate need on the streets.

Working with public, private and voluntary, community and social enterprise (VCSE) partners, including those with lived experience, we will act collectively to end rough sleeping in Greater Manchester, supporting people into suitable accommodation and

8.13 co-designing approaches to prevent all forms of homelessness through support to tackle the underlying causes, including mental health, family breakdown, substance misuse and poverty.

We will take a comprehensive approach to ending rough sleeping and reducing homelessness and will develop a 10 year strategy to radically reduce homelessness in our region, focused on prevention and sustainability. Our approach will focus explicitly on preventing homelessness wherever we can, enabling more people to stay in their homes and we will support and assist them to sustain themselves and live independently. This will include a commitment to a Housing First programme where appropriate. We will seek to make best use of the housing stock across Greater Manchester to assist those who are homeless or at risk of homelessness and meet their needs.

8.14

Our approach will be driven by a Greater Manchester Homelessness Action Network. This will be led by practitioners, partners, stakeholders and people with lived experience to make sure that we deliver the solutions which are required to prevent homelessness and end rough sleeping.

8.15



**Priority 7:
A green city
region and a
high quality
culture and
leisure offer
for all**

Outcomes:

- Reduced carbon emissions and air pollution, increased resilience, more sustainable consumption and production, and an outstanding natural environment
- Increased local, national and international awareness of, pride in, and engagement with Greater Manchester’s culture, leisure and visitor economy

Targets:

- By 2020, Greater Manchester will have reduced CO₂ emissions to 11mt, down from 13.6mt in 2014
- By 2020, 50% of waste in Greater Manchester will be recycled and 90% diverted, up from 44.6% and 89.3% respectively in 2016/17
- By 2020, we will have halved the gap with the national average⁷ for the proportion of Greater Manchester residents reporting that they visited the natural environment at least once during the previous seven days
- By 2020, participation at cultural events and venues will be growing by at least 5% pa⁸
- By 2020, the Greater Manchester visitor economy will be valued at £8.8bn, up from £7.9bn in 2015⁹

Greater Manchester CA Portfolios:

- Green-City Region
- Culture, Arts & Leisure
- Safer & Stronger Communities
- Planning, Housing & Homelessness

Greater Manchester Strategies:

- Greater Manchester Spatial Framework
- Climate change and Low Emissions Implementation Plan
- Greater Manchester Visitor Economy
- Air Quality Action Plan
- Greater Manchester Moving
- Integrated Risk Management Plan

Ambitions:

- Greater Manchester will be a national leader in protecting and strengthening the natural environment
- Greater Manchester will be a carbon neutral city-region
- Ensure that Greater Manchester offers a vibrant, stimulating environment for people to live, work, study and play, supported by a world-class cultural and leisure offer

- 9.1** The quality of the local environment and amenities are important for supporting the health and wellbeing of all residents. A quarter of those responding to our consultation said that they wanted “cleaner areas and more green spaces, parks and leisure facilities”.
- 9.2** We need to strengthen the natural environment across Greater Manchester, with communities able to shape a good environment for the long-term and adapt to climate change.
- 9.3** Tackling climate change will mean cutting back on fossil fuels use, generating local low carbon energy and achieving a paradigm shift in the way we work, live, travel and play, to improve the way that we utilise our resources.
- 9.4** We also need to ensure that Greater Manchester continues to offers a vibrant, stimulating environment for people to live, work, study and play by investing in our cultural and leisure offer.

⁷ Data for the year to February 2016 show a gap between the Greater Manchester and national averages of four percentage points.

⁸ Baseline data to be defined as part of a research being undertaken through the Great Place initiative

⁹ Prices quoted in current terms (i.e. 2015 value at 2015 prices; 2020 value at 2020 prices)

Strengthening the natural environment

- 9.5** Our natural environment, and the ecosystem services it provides, needs to be both protected and, where possible, enhanced in light of increasing pressures from people, the economy and a changing climate. We will seek to protect our existing green spaces by pursuing a brownfield and town centres first approach to housing and employment site development and improving the quality of our parks, rivers and canals.
- 9.6** Improving the environment and amenities at the heart of our city-region will be essential to enable us to compete with the best international cities in terms of the quality of life we can offer to existing and new residents. As Defra's Urban Pioneer City, we are developing new models to manage and improve our environment. We will design and test innovative natural capital approaches to support sustainable economic growth, such as improved water management through the Natural Course project or supporting the City of Trees 'City Park' initiative.
- 9.7** We also need to ensure that all our town centres have the highest quality environment and amenities to offer a good quality of life to all to support our efforts to repurpose and reinvigorate them as locations for work, leisure, housing, and investment.
- 9.8** It will also be essential that we protect against the effects of climate change that it is already too late to prevent, and respond to the stresses that urban areas face so that we become more resilient to the physical, social and economic challenges of the 21st century. This will include increasing the resilience of our buildings and infrastructure to flooding and heat stress. It will require us to undertake research into the impact of climate change on local biodiversity and flood risk and take appropriate action on the results of this analysis.

Reducing carbon emissions

- 9.9** Air pollution and greenhouse gas emissions cause significant harm to the environment, to the health of communities and damage Greater Manchester's economy. Road transport contributes 32% of carbon dioxide emissions with emissions from commercial and domestic buildings accounting for 32% and 37% respectively. There is a need to radically rethink how we supply, manage and consume energy. Urgent innovation in our buildings, transport and energy infrastructure is required. We will work with local and national stakeholders to deliver our response to these challenges through our Climate Change and Low Emissions Implementation Plan, and define a robust low carbon pathway to 2050 to accelerate the point at which Greater Manchester can become carbon neutral.
- 9.10** Our challenging targets can only be met with a combination of sustained proactive national policy and aligned priorities and resources from Greater Manchester. We will develop new local renewable energy sources, reducing not only emissions but the energy bills for our residents and businesses, and also improve the energy efficiency of our new and existing building stock. We have improved the energy efficiency of over 5,000 existing homes through investment overseen by our Low Carbon Hub but new mechanisms to balance up-front investments in energy efficiency with the rewards of lower long term bills are needed in both new build and existing building refurbishment activities. An investment pipeline of over £200m has already been identified in heat networks, public building retrofit, LED street lighting and energy generation programmes and delivery has commenced, using local, UK government and EU funding.
- 9.11** Our energy system, on which our economy fundamentally relies, is rapidly changing. The challenges of decarbonisation, an ageing infrastructure and shifts in societal expectations

require a radical rethink in how we supply, manage and consume energy. We will also accelerate the deployment of smart energy systems, including storage, to reduce energy consumption and shift or reduce peak demand, as this will enable energy consumers to better understand their usage and to actively minimise their bills.

Better utilising our resources

9.12 To conserve economically valuable resources, we need to encourage the development of a more circular economy with better design, maintenance, repair, reuse and recycling of goods. To achieve this we need to work with the public and private sectors to transform how resources are procured, used, consumed and disposed of, using public sector procurement to stimulate public sector resource efficiency and market growth. Low carbon practices need to be embedded within procurement and other services through increased knowledge and training as part of both publicly funded business support activity and private sector led activity. Priorities for future action include supporting businesses, residents and the public sector to improve their resource efficiency; increasing the sustainability of our waste collection and disposal systems; and increasing the efficiency of resource use within local authorities and the wider public sector.

A high quality cultural and leisure offer

9.13 Our consultation told us that people really value “the variety of arts and culture, a sense of development, the commitment to internationalism and multiculturalism”. We must continue to invest in our cultural facilities, not only to attract new visitors from the UK and beyond, but for the benefit of Greater Manchester’s residents. We are transforming our cultural offer, building on the world-class assets that we already have and the opening of The Factory, which will enrich this further. We need a cultural offer that is attractive and accessible for all and we must develop and diversify the cultural workforce that delivers that offer.

9.14 As well as building on our world-class cultural facilities – such as theatre at the Lowry and The Royal Exchange, galleries at Manchester Art Gallery and the Whitworth, the Halle, and new, original works at the Manchester International Festival and Factory – through our new cultural programme we will invest in our strengths in the local arts, culture and heritage sectors, establishing culture as a strategic driver for growth and improving the city-region as a place to live. This will be especially important as we seek to modernise and diversify our town centre offer. We will also capitalise on opportunities such as the development of the Royal Horticultural Society’s Fifth National Garden at RHS Bridgewater which will be a major new national green cultural asset in Greater Manchester.

9.15 Manchester was named one of Lonely Planet Guide’s top ten cities to visit in 2016 and we have set an aspiration that by 2020 the visitor economy will be a key driver of the social, cultural and economic life of the city-region. This will be achieved by further developing and promoting Greater Manchester as a year round vibrant and stimulating cultural city destination.

9.16 We want all residents and visitors to become involved with, contribute to, and benefit from Greater Manchester’s wider cultural ambition and assets. We will develop a new approach to our cultural education provision so all children in Greater Manchester receive a culturally rich education, irrespective of background. We will work with schools and colleges to increase the identifiable routes into creative employment for young people not currently engaged by culture. We will also enable residents to develop a life-long engagement with our cultural, creative and heritage assets, including the development of a programme of

Cultural and Sporting Champions – a large scale volunteer ambassador scheme for older people. We will pilot an approach to embed culture as a tool for well-being, exploring the potential of developing a programme of ‘culture on prescription’.

9.17 We will also continue to invest in our sport and leisure offer – building on our international reputation for sporting achievement to promote well-being and healthy active lifestyles amongst our residents. No city-region in the UK better understands the role that physical activity and sport can play in delivering wider social community and economic outcomes. The model of sport-led regeneration through the 2002 Commonwealth Games has helped to influence the sporting landscape across the country and now Manchester is ranked 5th in the ‘World’s 25 Ultimate Sport Cities’ by Sports Business Magazine. An active life reduces anxiety, lifts mood, reduces stress, promotes clearer thinking and a greater sense of calm, increases self-esteem, and reduces the risk of depression. It will be essential that we capitalise on the strengths in our community and voluntary, community and social enterprise (VCSE) sector to deliver this ambition.



**Priority 8:
Safer and
stronger
communities**

Outcomes:

- People feeling safe and that they belong
- Reduced crime, reoffending and antisocial behaviour, and increased support for victims
- More sustainable Greater Manchester neighbourhoods

Targets:¹⁰

- In 2016, 11.8% of Greater Manchester households said they had been a victim of household crime in the past 12 months. 3.9% of Greater Manchester residents had experienced personal crime. Over the period to 2020, victimisation rates will be in line with or below the England & Wales average
- By 2020, we will meet or exceed the national average for the proportion of adult social care users and carers who have as much social contact as they would like¹¹

Greater Manchester CA Portfolios:

- Safer & Stronger Communities
- Equalities, Fairness & Inclusion
- Young People & Social Cohesion

Greater Manchester Strategies:

- Police and Crime Plan
- Integrated Risk Management Plan
- Resilient Greater Manchester

Ambitions:

- Greater Manchester will have strong, inclusive communities where people feel safe
- Greater Manchester will be the most resilient city-region in the UK
- Reducing risk and harm to the residents of Greater Manchester
- Protecting and supporting children and young people and those that are vulnerable

10.1 Greater Manchester is a city-region made up of ten districts and many diverse communities and neighbourhoods. We are stronger when we feel we are safe and that we belong. Every neighbourhood should be a place people want to live: clean, safe, cohesive neighbourhoods where people are involved and active.

Building strong, inclusive communities where people feel safe

10.2 Our consultation told us that people want to help and that “helping each other and respecting each other” is important. The success of our approach will depend on confident individuals and communities having the power to shape their own neighbourhood.

10.3 Local VCSE sector organisations are key pillars of our neighbourhoods, providing the local infrastructure and community assets to support local people and communities to work together. Greater Manchester also has diverse communities of identity as well as place. We will work together with local VCSE sector groups to enable these communities to support themselves and co-produce and co-design the public services they need. We will also work with anchor institutions – such as hospitals, schools, colleges, universities, faith groups – to build asset based approaches to local community social and economic development. We will help local businesses to contribute and be involved in their local area.

¹⁰ Note that the targets under Priority 8 are subject to further development to align with the Greater Manchester Police and Crime Plan outcomes framework, currently in development. The current indicators will be reviewed to ensure the final suite is balanced and reflective of the breadth of the ‘Safer and Stronger’ business area.

¹¹ Based on the projected national average at 2020, this equates to an uplift from the 2015/16 baseline of 42.9% of Greater Manchester adult social care users having as much social contact as they would like to 47.7% or above by 2020.

- 10.4** At a neighbourhood level, we are focusing on implementing integrated place-based services that are able to be responsive to local need and build on the assets of the community, creating more capacity to deliver change. These integrated teams work to understand individual needs in the context of the family and their community, and strive to intervene and support earlier to reduce problems and improve individual and community resilience – helping people to help to themselves.
- 10.5** It is more vital than ever that our communities are open and inclusive and that residents feel secure and confident in their homes and their neighbourhoods. This means strengthening the cohesion in our communities and tackling those who seek to spread division. This requires us all to work together. Protecting our residents from extremism cannot be left just to the state, it needs to happen with our communities. We need to work in the heart of our communities with families, as they are best placed to identify the early indicators and warnings of potential signs of extremism. We are developing a new collaborative approach across Greater Manchester for how we work in true partnership with our diverse communities to stop the radicalisation of young people, men and women living in Greater Manchester.

Working with communities and businesses to create a Resilient Greater Manchester

- 10.6** Greater Manchester is a resilient city-region with a successful history of overcoming acute shocks such as malicious attacks and flooding, and tackling chronic stresses such as poverty and deprivation. Resilience is a key determinant of growth, investment and long term sustainability and we recognise that this is affected by 21st century worldwide trends including climate change, urbanisation, globalisation, energy supply, security issues and anti-microbial resistance.
- 10.7** We need to continue to enable our citizens, communities, businesses and infrastructure to have the capacity to survive, adapt and grow in the face of these challenges. Resilience is therefore about how our city-region can meet its ambitions whilst ensuring it is safe and secure, is addressing its key vulnerabilities and can meet expected or unexpected disruptive challenges.
- 10.8** In 2016 Greater Manchester was successfully appointed to join the 100 Resilient Cities (100RC) programme, an initiative pioneered by the Rockefeller Foundation, in recognition of the innovative approach Greater Manchester takes to urban resilience and our commitment to a collaborative partnership with our communities. The 100RC programme presents a new opportunity to help us achieve the future ambitions of the city-region by building resilience across a range of issues, including those key to growth and prosperity. We are now working with 100RC to develop a resilience strategy, Resilient Greater Manchester, which will build upon the work of our statutory partnership, the Greater Manchester Resilience Forum.
- 10.9** We also need to work together and with Government to ensure we keep our public spaces and buildings safe from threats – right across Greater Manchester. We need to continue to reduce fires and their associated costs through taking a tougher approach to fire safety across the public and residential estate to keep our residents safe.

Reducing risk and harm to the residents of Greater Manchester

- 10.10** Our consultation responses also told us that “our communities must feel safe and secure.” In line with the rest of the country, Greater Manchester has experienced reductions in overall crime, but has seen the emergence of new offences such as fraud and recent

increases in some more serious and complex crime types. Reducing risk and harm goes well beyond just crime. Feeling safe comes from many contexts including on the roads, in the home and in the neighbourhood.

- 10.11** Where crime is an issue, a joined-up justice system is vitally important to give people confidence that crime will be dealt with and that where possible, efforts are made to rehabilitate offenders, as well as improving the efficiency of our public services. Greater Manchester has many assets, strengths and capabilities that allow local criminal justice partners and residents to develop, grow and be safe. Greater Manchester is committed to being an early implementer and a test-bed for innovative approaches for delivering new models of integrated offender management and justice services, which reflect the needs of local populations.
- 10.12** Achieving Greater Manchester's ambition requires a more integrated approach and transformational changes in the way in which services are delivered. Greater Manchester has a strong track record of partnership working, which has resulted in the development of innovative approaches to supporting victims and reducing offending, particularly with younger and female offenders. We need to build on our successes and consider new funding models to make them sustainable and to extend to other priority cohorts.
- 10.13** As well as working to reduce offending, we also need to focus on preventing offending in the first place – working with individuals and communities before crimes are committed, before individuals enter the justice system and diverting them away from crime wherever possible. This means further strengthening our community and partnership work across Greater Manchester and improving our support to particular groups. Children in care (or care leavers) are six times more likely to become involved with the criminal justice system than children in the general population, and children with a parent in prison are some three times more likely than other children to become involved in offending activity themselves. This should not be inevitable for children growing up in Greater Manchester. Safe neighbourhoods also mean continuing our programmes to improve road safety, particularly for vulnerable groups like children, to improve personal security on public transport and to improve air quality especially in places where children congregate.

Protecting and supporting children and young people and those who are vulnerable

- 10.14** All of us can be vulnerable to risk and harm at different times or circumstances, but some groups of residents are more susceptible to harm because of their age, ill health, disability or other vulnerability. This harm could be risk of injury or as a victim of crime, exploitation or harassment. A strong community protects and supports people when they are vulnerable.
- 10.15** We will work with communities to do this. This means preventing harm from happening where we can, supporting those affected and bringing to justice those committing any form of exploitation, abuse, coercion, or violence, whether physical, sexual, mental, verbal or psychological including so called honour based violence, forced marriage, genital mutilation, trafficking and enslavement.
- 10.16** We will fight prejudice and promote a cohesive society and take a zero-tolerance approach to hate crime.
- 10.17** We will support young people to engage positively in their communities, make positive life choices and to feel safe. We will support disabled young people to be fully engaged in our communities and make Greater Manchester an autism friendly city-region.



**Priority 9:
Healthy lives,
with quality
care available
for those that
need it**

Outcomes:

- More people supported to stay well and live at home for as long as possible
- Improved outcomes for people with mental health needs
- Reduced obesity, smoking, alcohol and drug misuse

Targets:

- By 2020, improving premature mortality due to cardiovascular disease will result in 160 fewer deaths per annum
- By 2020, improving premature mortality from cancer will result in 350 fewer deaths per annum
- By 2020, improving premature mortality from respiratory disease will result in 150 fewer deaths per annum
- By 2020, access to evidence-based psychological therapies will reach 25% of the population in need, helping a further 33,600 people each year compared to current levels of provision
- By 2020, 72.5% of Greater Manchester residents will be active or fairly active, compared to 71% in 2016. This equates to more than 75,000 more people 'moving' by 2020¹²

Greater Manchester CA Portfolios:

- Health & Social Care
- Equality, Fairness & Inclusion
- Safer & Stronger communities

Greater Manchester Strategies:

- Taking Charge
- Population Health Plan
- Greater Manchester Moving
- Greater Manchester Tobacco Free Strategy
- Substance misuse strategy
- Integrated Risk Management Plan

Ambitions:

- We will work in partnership to improve the health of all Greater Manchester residents
- We will work in partnership to the transform care and support that our residents can access
- We will work in partnership to enable better care for our residents
- We will work in partnership to ensure research, innovation and growth informs the development of our services
- We will work in partnership to achieve financial balance and secure the sustainability of our services for now and the future

12 For adults (16 years and older), active is defined as 150+ minutes of moderate to vigorous physical activity per week, and fairly active 30-149 minutes. For 5-15 year olds, 60+ minutes of moderate to vigorous physical activity on all seven days of the week is considered active, and 30-59 minutes fairly active. For 2-4 year olds, active constitutes 180+ minutes on all seven days, and fairly active 60-179 minutes.

11.1 Healthy life expectancy in Greater Manchester is currently three to four years below the national average for men and women and there is significant inequality of health outcomes between the most and the least disadvantaged people in Greater Manchester. We are working to support improved health across the whole population, making radical improvements to public health services, encouraging and supporting people to make healthier choices, promoting wellbeing and preventing ill-health in the first place. This includes engaging people so that they can lead more active lives by walking and cycling more.

Healthy lives

11.2 Greater Manchester's future success depends upon the health of our population. For too long our city-region has lagged behind national and international comparators when it comes to key health outcomes. Deeply embedded health inequalities, often between communities little more than a stone's throw apart, have blighted individual lives and acted as a drag on our economy.

11.3 The Greater Manchester Population Health Plan sets out our approach to delivering a radical upgrade in the population's health. The key to better population health is to get upstream of the impact of illness and disease and focus on prevention and early intervention to reduce demand. We are also committed to a life course approach; we believe that from pregnancy right through to ageing we have multiple opportunities to enhance future quality of life.

11.4 Mental health is a key crosscutting priority in Greater Manchester. With 75 per cent of adult mental health problems starting by the age of 18, and with only 25 per cent of young people with a mental health problem getting access to the right support, our focus is on prevention and early intervention – working with schools and colleges to ensure the right support is there when it is most effective.

11.5 Being physically inactive (doing less than 30 minutes of physical activity per week) is one of the top 10 causes of early mortality. 31 per cent - 677,600 of Greater Manchester's residents – are inactive so we are leading the way in developing a comprehensive plan to reduce inactivity and increase participation in physical activity and sport. This includes forging ground-breaking strategic partnerships with national bodies such as our Memorandum of Understanding with Sport England.

Realising the social and health benefits of economic activity

11.6 The evidence base for work as a health outcome – particularly mental health – is very strong, yet has received little priority to date from the national health and social care system. Promoting good employment practice and healthy workplaces is key to helping workers to thrive, reducing sickness absence and increasing productivity. We will support this with a system that provides early intervention, helping workers to stay in employment when suffering from poor health or disability.

11.7 We have formed a joint programme board to drive a system-wide approach to supporting our residents who are out of work or at risk of leaving employment due to ill health. As part of this 'working well, living well' approach, consistent with our priority to create good jobs in Greater Manchester, we will encourage businesses to provide working conditions that contribute to employee health and well-being, building on healthy workplace principles, as well as embodying corporate social responsibility within business practices: paying the real living wage (as set annually by the Living Wage Foundation); addressing gender pay

disparities; limiting the use of zero-hours contracts; and promoting the recruitment and up-skilling of older people and people with learning disabilities.

11.8 We recognise that employment is not the sole indicator of a positive outcome for our residents. Many individuals who are not economically active have caring responsibilities, work-limiting illness or disability, or carry out other valuable work such as volunteering or mentoring. Their contributions and activities offer real value and broader benefits in terms of social inclusion and cohesion.

11.9 We will work closely with partners, including the VCSE sector, to ensure that community assets including the knowledge, experience and life skills of our older residents are recognised, valued and harnessed, and that support is available to those individuals who have caring (or other) responsibilities. We will work together to ensure that all residents, regardless of age, background or circumstances, have an opportunity and a desire to actively contribute to their communities, so that they feel that they have a genuine stake in Greater Manchester's success, prosperity and happiness.

A health and care system that works

11.10 The devolution of health and social care responsibilities to Greater Manchester (the first agreement of its kind) is supporting a fundamental change in the way people and our communities take charge of – and responsibility for – managing their own health and wellbeing, whether they are well or ill. This will include exploring the development of new relationships between NHS and social care staff and the public who use services; finding the thousands of people who are currently living with life-changing health issues but are not currently accessing services; and investing far more in preventing ill health. We want health to be a key enabler of people starting well, living well and ageing well. This will help reduce demand on services so we can create a sustainable health and care system that delivers the best quality outcomes.

11.11 In all parts of Greater Manchester we will develop local care organisations where GPs, hospital doctors, nurses and other health professionals come together with social care, the voluntary, community and social enterprise sector and others looking after people's physical and mental health, as well as managers, to plan and deliver care. This will mean that when people do need support from public services it is largely provided in their community, with hospitals only needed for specialist care.

11.12 Those hospitals across Greater Manchester will work together across a range of clinical services, to make sure expertise, experience and efficiencies can be shared widely so that everyone in Greater Manchester can benefit equally from the same high standards of specialist care.

11.13 We will also focus on ensuring standards are consistent and high across Greater Manchester. This will include: exploring sharing some clinical and non-clinical support functions across multiple organisations; giving people greater access and control over their health records and ensuring they are available in hospitals, GP practices and with social care so people can tell their story once; investing in Greater Manchester-wide workforce development; sharing and consolidating public sector buildings; investment in community health care hubs; and investing in new technology, research and development, innovation and the spreading of great ideas.

- 11.14** We will also focus on quality in the provision of social care. The Care Quality Commission has analysed over a thousand care homes, nursing homes and community-based support services in Greater Manchester and found over a fifth to be inadequate or requiring improvement.
- 11.15** Although Greater Manchester has made progress in improving the capability and capacity of its workforce, our health and social care services, in common with other parts of the country, still face numerous workforce challenges. Our aim is to have a resilient and sustainable workforce that feels motivated, supported, empowered and equipped to deliver safe and high quality services, drive improvements and positively influence the health and well-being of the population. Achieving this ambition will require a recognition that things will need to be done differently, so we will look at new ways to support the recruitment and retention of staff, particularly in key shortage areas.

10

**Priority 10: An
age-friendly
Greater
Manchester**

Outcome:

- People live in age-friendly neighbourhoods
- Inclusive growth and reduced inequality across Greater Manchester places and population groups
- Reduced social isolation and loneliness

Targets:

- By 2020, 90% of people aged over 50 in Greater Manchester will identify their neighbourhood as 'very' or 'somewhat' age-friendly, compared to 80% in 2017¹³
- By 2020, 5,000 more 50-64 year olds will be in employment, relative to a 2016 baseline of 316,000
- In 2015/16, there were 10,426 hospital admissions due to falls amongst Greater Manchester residents aged over 65. By 2020, we will have reduced this to fewer than 9,700 falls per annum
- By 2020, we will meet or exceed the national average for the proportion of adult social care users and carers who have as much social contact as they would like¹⁴

Greater Manchester CA Portfolios:

- Health & Social Care
- Equality, Fairness & Inclusion
- Planning Housing & Homelessness
- Skills, Employment & Apprenticeships
- Safer & Stronger communities

Greater Manchester Strategies:

- Greater Manchester Ageing Strategy
- Greater Manchester Spatial Framework
- Greater Manchester Moving
- Integrated Risk Management Plan

Ambitions:

- Greater Manchester will be the first age-friendly city-region
- Greater Manchester will be recognised as a global centre of excellence for ageing
- Greater Manchester will see increased levels of economic participation in the over 50s, with our older people remaining economically active for longer

12.1 Greater Manchester's vision is for older residents to be able to contribute to and benefit from sustained prosperity and enjoy a good quality of life. Our communities need to be able to take the coordinated action required to plan for ageing populations, ensuring that as people age they are able to take advantage of the social and economic opportunities where they live, and reducing the levels of social exclusion many older people can face.

12.2 Greater Manchester's population is ageing rapidly. By 2036, 14% of the total population will be 75 and over - an increase of 75% from 2011. If we don't do things differently those at risk of social isolation and loneliness is forecast to increase, with related impacts on physical and mental health and wellbeing.

The first age-friendly city-region

12.3 Greater Manchester is in a unique position to become the UK's first age-friendly city-region and a national leader on ageing in place, with the Greater Manchester Ageing Hub convening a wealth of experience and expertise across a wide range of leading academic, policy and practitioners, combined with the flexibilities granted under the devolution deals.

¹³ 2017 baseline data are based on responses to community surveys undertaken through the Ambition for Ageing programme in 25 wards across eight Greater Manchester districts.

¹⁴ Based on the projected national average at 2020, this equates to an uplift from the 2015/16 baseline of 42.9% of adult social care users having as much social contact as they would like to 47.7% or above by 2020.

- 12.4** We will change the narrative around ageing, building a positive discourse and demonstrating the valuable contribution that older people can make as entrepreneurs, volunteers, workers and consumers to support growth and resilience. We will ensure that ageing is embedded in policy, to identify, and respond to, the needs of older people in areas such as employment and skills, business support, transport, housing, health and spatial planning.
- 12.5** We will tackle the key challenge of social exclusion, isolation and loneliness among older people by strengthening social connectedness through a community asset building approach, utilising the strengths of our local VCSE sector such as the Ambition for Ageing programme and our pioneering academic partners.
- 12.6** We will plan for future patterns of demographic change and develop more, better quality age-friendly homes and communities. We will build on the age-friendly neighbourhoods approach to develop age-friendly districts, town centres and regional centre to become an age-friendly and dementia friendly city-region.

A global centre of excellence for ageing

- 12.7** We will build on Greater Manchester's strengths to become a global centre of excellence for ageing, pioneering new research, technology and solutions across the whole range of ageing issues. This will be supported through our Memorandum with the Centre for Ageing Better which sets out how we will collaborate to develop an evidenced, place-based approach to ageing.
- 12.8** We will invest in developing our existing evidence base and piloting new and innovative solutions to the challenges and opportunities that ageing societies bring, using innovative forms of engagement and co-production with older people. We will gather best practice and share learning across districts, and deliver at a Greater Manchester level those interventions that will work best at scale.
- 12.9** We will continue to play a leading role on national and international partnerships and networks to ensure that Greater Manchester is at the cutting-edge of expertise on ageing.

Increased participation for the over 50s

- 12.10** To better capitalise on the talents of older residents, and combat poverty later in life, we need to increase economic participation amongst the over 50s. Around a third of Greater Manchester's 50-64 year olds are out of work, considerably higher than the national average. Increasing the employment rate of the over 50s to the all age Greater Manchester average could increase GVA by almost £1bn each year.
- 12.11** To achieve a step-change in economic participation of the over-50s, we will take a co-production approach to understanding and addressing inequalities that Greater Manchester residents face in later life, working with VCSE organisations. We will work with employers to ensure that there are opportunities for older workers in Greater Manchester. Through our approach to healthy lives we will seek to extend healthy working years, removing ill health as a barrier to economic participation.
- 12.12** We will also improve the culture offer for older people across Greater Manchester and help individuals and organisations capitalise on the new and emerging markets for products and services being created by the older consumer.

11

Implementation

- 13.1** This strategy sets out our vision and charts a course for Greater Manchester. It is a strategy for everyone in Greater Manchester – residents, the voluntary, community and social enterprise sector, businesses and civic leaders. It will only be achieved if our communities are engaged in shaping new approaches, and if our collective resources are drawn together to deliver it.
- 13.2** The Greater Manchester Strategy Implementation Plan sets out the activities through which that engagement will take place and this strategy will be delivered. It sets out the specific actions that will be taken forward under each strategic priority and sets out the organisations that are responsible for delivering those actions.
- 13.3** The coordination of the Implementation Plan will be led by Portfolio leads. Details of how the portfolio responsibilities map to our strategic priorities is shown in Table 1. The Implementation Plan will be published on the Greater Manchester CA website¹⁵ and updated regularly to reflect progress and any significant changes in focus.
- 13.4** Clearly the Greater Manchester Strategy and its Implementation Plan do not sit in isolation, and there are a number of key strategies and plans which underpin their delivery (Figure 3). Two key cross-cutting frameworks that will be developed to support the delivery of the Greater Manchester Strategy are:
- the Greater Manchester Investment Framework, which will guide all investment decisions that Greater Manchester controls or influences – across growth and reform priorities – to ensure this is coordinated and the impact is maximised to deliver Greater Manchester’s ambitions; and
 - the Greater Manchester Spatial Framework, which will allow us to take an informed, integrated approach to spatial planning across the city-region, based on a clear understanding of the role of places and the connections between them.
- 13.5** We have also developed the Greater Manchester Outcomes Framework (see Figure 2) to not only provide transparency and accountability in terms of our progress, but also to inform the decisions we take regarding how we invest the resources available to us and the services we commission. The Outcomes Framework will need to be developed further over time so that we can reflect the changes to our city-region and we will work with our partners to develop the set of indicators that we measure so that we can track our performance as accurately as possible.
- 13.6** To ensure that we remain on track in delivering the Strategy we will continue to report our progress against both the specific actions in the Implementation Plan and a range of high level performance indicators and targets (see Figure 2 for details) to help us, and our stakeholders, determine whether the approach we are taking is delivering our shared vision for Greater Manchester and our objectives for residents in all parts of our city-region.

¹⁵ <https://www.greatermanchester-ca.gov.uk>

Figure 3: Delivering our strategy, key delivery plans

This strategy provides a high level framework for action based on a robust evidence base and public consultation. More detailed plans, developed and led by city-region-wide partnerships and led by Portfolio leads, will set out the specific actions, interventions and investment required to deliver our strategic priorities and achieve our vision. These plans include:

- the **Greater Manchester Spatial Framework**, which will allow us to take an informed, integrated approach to spatial planning across the city-region, based on a clear understanding of the role of places and the connections between them;
- the **Greater Manchester Investment Strategy**, which will guide all investment decisions that Greater Manchester controls or influences – both growth and reform – to ensure this is coordinated and the impact is maximised to deliver Greater Manchester’s ambitions;
- **Greater Manchester’s Digital Strategy**, which will set out a clear vision of Greater Manchester’s future as a world leading digital city, and will take an open, innovative approach to delivering that ambition;
- **Greater Manchester 2040 Transport Strategy**, a new long-term transport strategy for Greater Manchester that will deliver world-class connections that will support long-term sustainable economic growth and access to opportunities for all and be backed up by the establishment of a second Greater Manchester Transport Fund;
- the **Climate Change and Low Emissions Implementation Plan**, which sets out the steps we will take to reduce emissions and generate clean energy, improve air quality and invest in our natural environment to respond to climate change, reduce costs and to improve quality of life;
- **Resilient Greater Manchester**, which will set out what we need to do to become more resilient to the shocks – catastrophic events like storms, pandemics and floods – and stresses that we may face;
- the **Greater Manchester Internationalisation Strategy**, setting out how we will elevate our international trade and investment performance, attract and retain international talent, and maximise our potential as the gateway to the North;
- the **Greater Manchester Work and Skills Strategy**, setting out our path to delivering a work and skills system that meets the needs of Greater Manchester employers and residents;
- **Taking Charge**, setting out radical reforms to the way the health and social care services are provided to deliver the greatest and fastest improvements to health and wellbeing across Greater Manchester;
- Our plan for reforming the way that all **services for children** are delivered, with an initial focus on integrating preventative services for children and young people;
- the **Police and Crime Plan**, which sets out the policing and justice priorities for Greater Manchester and how the Greater Manchester force and partners will deliver those priorities;
- the **Integrated Risk Management Plan** which will set out the priorities to be delivered by the Greater Manchester Fire and Rescue Service;
- the **Northern Powerhouse Independent Economic Review and Strategy**, which identify connectivity, skills, enterprise and innovation, and trade and investment as critical for growth across the North of England; and
- **Greater Manchester Moving** which sets out a blueprint for physical activity and sport in Greater Manchester that will be integral to the city-region’s health, growth and prosperity at an individual and population level.

Table 1: Portfolio responsibility links to GMS priorities

Portfolio area	Main Greater Manchester Strategy priority areas
Young People & Social Cohesion	Priority 1: Children starting school ready to learn Priority 2: Young people equipped for life Priority 8: Safer and Stronger communities Priority 9: Healthy lives, with good care available for those that need it
Skills, Employment & Apprenticeships	Priority 2: Young people equipped for life Priority 3: Good jobs, with opportunities to progress and develop Priority 4: A thriving and productive economy in all parts of Greater Manchester Priority 9: Healthy lives, with good care available for those that need it Priority 10: An age-friendly Greater Manchester
Health & Social Care	Priority 1: Children starting school ready to learn Priority 2: Young people equipped for life Priority 3: Good jobs, with opportunities to progress and develop Priority 4: A thriving and productive economy in all parts of Greater Manchester Priority 9: Healthy lives, with good care available for those that need it Priority 10: An age-friendly Greater Manchester
Policy & Strategy	Cuts across all 10 priorities
Transport & Infrastructure	Priority 4: A thriving and productive economy in all parts of Greater Manchester Priority 5: World-class connectivity that keeps Greater Manchester moving Priority 7: A green city region and a high quality culture and leisure offer for all Priority 9: Healthy lives, with good care available for those that need it
Housing, Planning & Homelessness	Priority 4: A thriving and productive economy in all parts of Greater Manchester Priority 5: World-class connectivity that keeps Greater Manchester moving Priority 6: Safe, decent and affordable housing Priority 7: A green city region and a high quality culture and leisure offer for all Priority 9: Healthy lives, with good care available for those that need it Priority 10: An age-friendly Greater Manchester
Business & Economy	Priority 2: Young people equipped for life Priority 3: Good jobs, with opportunities to progress and develop Priority 4: A thriving and productive economy in all parts of Greater Manchester Priority 5: World-class connectivity that keeps Greater Manchester moving Priority 6: Safe, decent and affordable housing Priority 7: A green city region and a high quality culture and leisure offer for all Priority 10: An age-friendly Greater Manchester

Safer & Stronger Communities	Priority 6: Safe, decent and affordable housing Priority 7: A green city region and a high quality culture and leisure offer for all Priority 8: Safer and Stronger communities
Green City-Region	Priority 4: A thriving and productive economy in all parts of Greater Manchester Priority 5: World-class connectivity that keeps Greater Manchester moving Priority 6: Safe, decent and affordable housing Priority 9: Healthy lives, with good care available for those that need it Priority 7: A green city region and a high quality culture and leisure offer for all
Culture, Arts & Leisure	Priority 1: Children starting school ready to learn Priority 2: Young people equipped for life Priority 3: Good jobs, with opportunities to progress and develop Priority 4: A thriving and productive economy in all parts of Greater Manchester Priority 7: A green city region and a high quality culture and leisure offer for all Priority 9: Healthy lives, with good care available for those that need it Priority 10: An age-friendly Greater Manchester
Equality, Fairness & Inclusion	Priority 1: Children starting school ready to learn Priority 2: Young people equipped for life Priority 3: Good jobs, with opportunities to progress and develop Priority 4: A thriving and productive economy in all parts of Greater Manchester Priority 8: Safer and Stronger communities Priority 9: Healthy lives, with good care available for those that need it Priority 10: An age-friendly Greater Manchester
Finance & Investment	Cuts across all 10 priorities
Digital City-Region	Priority 1: Children starting school ready to learn Priority 2: Young people equipped for life Priority 4: A thriving and productive economy in all parts of Greater Manchester Priority 5: World-class connectivity that keeps Greater Manchester moving Priority 9: Healthy lives, with good care available for those that need it Priority 10: An age-friendly Greater Manchester

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To read full documents, visit www.greatermanchester-ca.gov.uk/ourpeopleourplace