



**GREATER
MANCHESTER**
DOING THINGS DIFFERENTLY

Greater Manchester

One Year International Strategy

October 2020

Contents

Foreword	3
1. Executive Summary	4
2. Ambition	8
3. A New Context – Challenges and Opportunities	9
4. Internationalisation, Growth and Productivity	10
5. Progress	12
6. A Strong Foundation	13
6.1 A Diverse Population	13
6.2 A Strong Sector Base	15
6.3 Unique Assets	16
6.4 A Coordinated Approach to Delivery	17
7. Enhanced Strategic Framework	19
8. Strategic Priorities	22
8.1 Trade	22
8.2 Investment	26
8.3 Research and Innovation	33
8.4 Visitor Economy (Business and Leisure Tourism)	36
8.5 International Students	40
9. Strategic Enablers	44
9.1 Greater Manchester's Global Perception and Reputation	44
9.2 Connectivity	46
9.3 City-region Diplomacy	50
10. Global Target Markets	52
Appendices	58

Foreword

Greater Manchester is recognised internationally as the birthplace of the industrial revolution. Not only is the city-region renowned for its inspiring history of ground-breaking invention, radical thinking and social change, but its rich sporting, musical and cultural offer continues to attract and delight visitors from across the globe.

So much of the modern world traces its roots to Greater Manchester, and innovation runs in the city-region's blood. Greater Manchester is the place where the world's first intercity railway was constructed, where the co-operative movement was pioneered, where the Suffragette movement was born, the first programmable computer developed and where graphene was first isolated. This innovative and pioneering spirit lives on today. We are committed to building on our history of innovation and leveraging it to create a modern blueprint for growth, working with our international partners on innovation challenges to drive the creation of a healthier, smarter, greener and more resilient Greater Manchester whilst supporting shared challenges that also affect the wider UK and the world.

Our residents and leaders have always acknowledged and understood the importance of being globally connected, well aware of the benefits of internationalisation. This was perhaps most clearly demonstrated by the creation of the Manchester Ship Canal, which allowed a city-region 40 miles inland to become Britain's third busiest port. Today, we know that our international links are vital to the city-region's prosperity, allowing us to do business, share our knowledge and learn from our international partners. At the centre of the

Northern Powerhouse, Greater Manchester is the Global Gateway to the north of England; our desire to connect, trade and collaborate with international markets has driven the transformation of our economy over the last 200 years and remains a key priority today.

Today, our city region is one of the most culturally diverse in the UK and is home to over 200 different nationalities. We recognise that this diversity is a significant asset as we look to global partners. Our international reputation draws talent and investment to our cities, towns and villages, attracting visitors, investors and students from around the world and we continue to pride ourselves on our reputation as an inclusive, welcoming, liveable and socially responsible city region, supporting our residents, communities and businesses to thrive locally, nationally and internationally.

The international landscape today is very different to 2017, when the last International Strategy was written. The UK has now left the European Union and due to the ongoing COVID-19 pandemic, global networks, trade and travel have been disrupted to an unprecedented degree. Nonetheless, the challenges we have seen in recent months have only served to reinforce our interconnectedness and have highlighted the importance of working across borders for the greater good. It is within this new global context that Greater Manchester's refreshed international strategy re-states our commitment to becoming a top global city across our priority areas, re-affirms our openness to working with partners across the world and recognises the wider benefits of internationalisation.



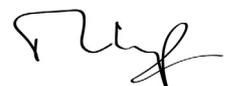
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1. Executive Summary

In 2017, Greater Manchester published a three-year internationalisation strategy, building on the city-region's international successes, outlining a long term ambition to become "A Top 20 Global City by 2035" and playing a critical role in delivering the ambitions of the Greater Manchester Strategy. This strategy measured our success against a series of international objectives including: our attractiveness to global audiences as a place to invest, visit and study; increasing exports; securing direct routes; and developing new partnerships overseas.

Despite an increasingly complex national and international landscape, the city-region's strong asset base, understanding of its sector strengths, clear strategy frameworks and a more coordinated and sophisticated approach to delivering activity has led to better performance across our international priority areas. Today Greater Manchester's long history of international appeal and success is recognised globally. This international reputation draws talent and investment to our cities, towns and villages and our strong sporting and cultural offer draws in visitors from around the world.

COVID-19 has exposed economic and societal challenges locally and internationally as well as caused huge disruption to our

global relationships and some of the key institutions at the heart of driving them. While the full implications are unlikely to emerge for some time, the initial impacts of COVID-19 have been widespread, affecting all of our priority areas. Our new relationship with the EU, the end of free movement and changes in national foreign and trade policy present us with new opportunities and challenges.

It is within this new and rapidly evolving context that Greater Manchester has agreed a one-year international strategy refresh, published in-line with our one year Living with COVID Resilience Plan to address the most pressing challenges facing our international activity to support us in remaining globally competitive. These uncertain times present the region with an opportunity to reflect on our experience and performance in recent years, assess the initial, and ongoing impacts of COVID on our businesses and communities, learn what has worked and what has not and look to identify new opportunities.

The objectives of this one-year refresh are two-fold:

- To review our long-term international vision and enhanced strategic framework, identifying new and continued strategic objectives that support the delivery of Greater Manchester's long-term ambitions in-light of new challenges and opportunities
- To address the immediate and emerging issues brought about by COVID-19 and any challenges and opportunities emerging from the UK's new relationship with the EU.

Greater Manchester's new international framework builds on the 2017 strategy, recognising the interconnectivity and mutual dependence between our international priorities. Our priorities have been grouped under two different categories – Core Priorities and Enablers.

Core Priorities – Trade, Investment, Research and Innovation, the Visitor Economy (Business and Leisure) and International Students.

Enablers - Connectivity (Digital and Physical), City-Region Diplomacy and Greater Manchester Global Perception and Reputation.

Core Priorities are the central blocks of internationalisation, adding economic value to the region, driving growth and creating jobs. Enablers help drive and deliver our Core Priorities, help connect us with the world, learn from others, share our values and tell Greater Manchester's story well.

The new framework provides a blueprint for international engagement moving forward, bringing together a refreshed international vision, revised priorities and target markets under an enhanced strategic framework. This strategy will help drive growth, support recovery, make Greater Manchester more internationally competitive and in turn bring benefit to our residents and businesses.

Our international strategy builds on Greater Manchester's reputation as a welcoming, safe and responsible place. We will work with our partners at home and overseas to deliver on our economic priorities and raise our profile internationally as a great place to visit, live, invest, work and study.

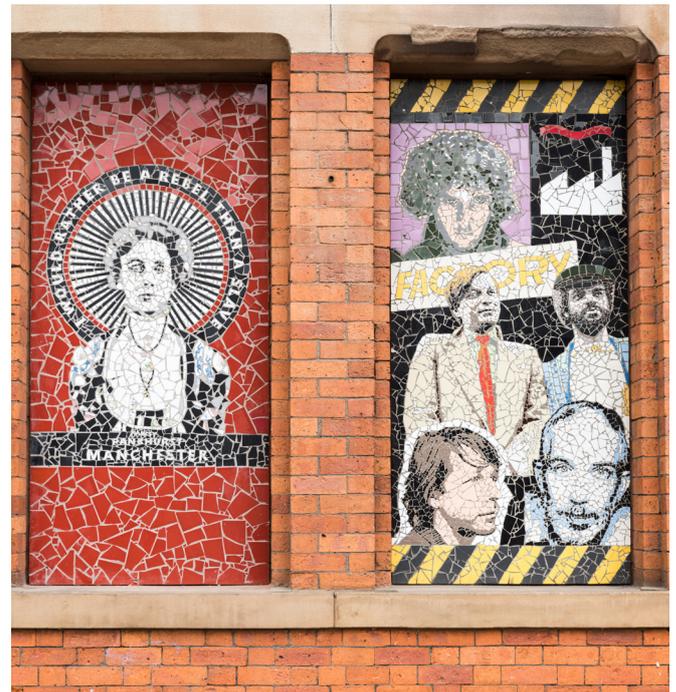
Our international strategy builds on Greater Manchester's reputation as a welcoming, safe and responsible place.

The impacts of COVID-19 on Greater Manchester's international connectivity have been detrimental with a full recovery likely to take years. This strategy places connectivity as one of our priorities over the next year supporting the re-establishment of direct routes with our key priority markets, working to ensure we can continue to trade and attract international visitors, students and investors to the city-region and the North. The physical movement of students, talent and academics is also crucial for our universities and a vital ingredient to Greater Manchester's position as a significant research, science and innovation hub in the UK.

**Greater Manchester
has strong
partnerships across
the world with city-
regions in Europe,
China, India and
the United States.**

City-region diplomacy is an essential enabler for delivering our international ambitions. By leveraging the city-region's recognised strengths, soft power assets and global connections, we will develop further links at a city-region level to promote trade, investment and innovation collaboration, furthering policy and people-to-people exchange. Our innovation and social credentials have already received recognition from international bodies, including the United Nations (UN). Looking forward Greater Manchester will continue to build on these credentials, working with other international city regions to deliver on worldwide agendas of equality, sustainability and social cohesion, by using global frameworks such as the UN's Sustainable Development Goals.

Greater Manchester has strong partnerships across the world with partner city-regions in Europe, China, India and the United States. Over the next year, we will further strengthen and develop these relationships to promote trade, investment and research partnerships



that bring benefit to our partners, businesses and communities. We will also monitor the opportunities that may emerge from the national government's new trade negotiations and the UK's new relationship with the EU, strategically leveraging new partnerships and connections with other city regions and countries.

Greater Manchester's unique spirit, shaped by generations of residents from all parts of the globe, built on a fusion of cultures, talent and creativity, supported by an internationally competitive economy, at the heart of the Northern Powerhouse are what make Greater Manchester the global city region it is today. By bringing these strengths, assets and ambitions together under the framework of the refreshed international strategy, we position ourselves in the best possible way to achieve our global ambitions and support our recovery from COVID-19.



3. A New Context – Challenges and Opportunities

Since the publication of the 2017 Internationalisation Strategy, the local, national and international landscape has changed dramatically. We have seen the launch of the Greater Manchester Strategy and the Local Industrial Strategy, the election of our first Mayor, the UK's exit from the EU and one of the biggest health and economic crises of our times. This new context has changed the foundations and principles of Greater Manchester's international engagement.

Global: COVID-19

In March 2020 as the challenges of COVID-19 emerged, much of Greater Manchester's international activity was paused. An impact assessment, completed in April, indicated the adverse impact that the pandemic and the subsequent travel restrictions were having on all of our international ambitions, including:

- Drop in Exports - UK export performance decreasing 8.5% in Q1 compared to last year

- Fall in Investment – 30% to 40% reduction in investment in 2020 globally due to the emerging economic recession¹

- Reduced passenger numbers at Manchester Airport - to approximately 1,000 per day in April compared to over 79,000 passengers in April 2019.

- A significant fall in both business and leisure visitors

- Drop-off in international students – initially expected to be between 50% and 75% across the UK

National: UK Foreign Policy

Following the UK's departure from the EU, the national government is developing and negotiating its independent international policy including the development of new export and investment strategies due to be published later this year. At the centre of the UK's new international policy is its future agreement with the EU and the development of free trade agreements with Australia, New Zealand, the US and Japan.

The UK Government also recently announced its desire to join the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) as well as developing an enhanced trade partnership with India (India-UK Joint Economic and Trade Committee - JETCO). India is expected to become the world's third largest economy by 2030 and presents significant growth opportunities for the city-region.

Wherever possible, we have aligned our global markets and international ambitions with those of the UK Government. We will continue working jointly with the UK Foreign Commonwealth and Development Office, the Department for International Trade and other key government departments as well as national agencies to pursue our international shared objectives and work in partnerships where there is mutual benefit.

Local: Mayoral Combined Authority

The success of Greater Manchester and its devolution story is well-known across the UK and internationally. In recent years, we have seen an increasing number of requests from key global players wanting to learn from Greater Manchester's devolution journey, and more importantly, interested to work closely and to do business with partners locally.

Going forward, we will strategically leverage these connections, prioritise partnerships and cities to ensure that we deliver practical benefits from those relationships. We will work with other partners across the Northern Powerhouse region, including other Mayoral Combined Authorities to identify shared international priorities and global markets where we can share resources and work together.

4. Internationalisation, Growth and Productivity

Greater Manchester is a city-region that recognises internationalisation has a transformational impact on our productivity and prosperity, unlocking growth opportunities for our businesses and institutions, helping to create and sustain good quality jobs for the residents of Greater Manchester. Exporting supply chains, high value foreign investment and capitalising on our key assets and competitive advantages are three international growth opportunities the city-region has identified to unlock this growth².

Businesses that trade internationally are more resilient, competitive and employ more people than those that do not. It is estimated that exporting alone presents the potential for millions of pounds of untapped economic productivity. Foreign-owned firms in Greater Manchester are more productive, invest more readily in technology and skills and are more likely to export. The promotion of our core strengths and key assets internationally helps to attract leading global companies and

top talent, supporting Greater Manchester to become a world leader, achieving our sectoral ambitions and growth aspirations.

Although the monetary value of a successful international strategy is difficult to quantify due its wide scope and varying benefits, there is overwhelming evidence of the catalytic impacts international trade, investment, research, visitors and students have on Greater Manchester. The economic disruption caused by COVID-19 has been felt across the entire city-region, a strong international strategy can play a role in supporting elements of economic recovery, ensuring Greater Manchester remains relevant on an increasingly competitive international stage and drives international priorities which bring substantial benefits to our residents.



5. Progress

Greater Manchester is a city-region with a long history of international appeal and success. Over the previous 2017 to 2020 International Strategy period, improvement has been made across all our international priority areas. The city-region's strong asset base, understanding of its sector strengths, clear strategy frameworks and a more coordinated and sophisticated approach to international delivery has led to better performance and position.

In 2019, Greater Manchester was recognised as the UK's most liveable city by the Economist Global Liveability Index for the 5th year in a row as well as the Best UK City for Business in 2019⁵. Our thriving start up environment has led to the Start-Up Genome identifying Greater Manchester as a Top Ten Emerging Global Centre for Start Ups, alongside Liverpool.

Other highlights include:

- From 2013 to 2018 International business visitor numbers increased by 46% and leisure visitors by 31%, this is 22% ahead of the UK's average

- Over the last three years foreign direct investment (FDI) has contributed over £524m⁵ to the local economy and Greater Manchester has maintained recognition as the most popular regional UK destination outside of London for FDI projects, being ranked 10th and 12th globally for FDI attraction by IBM in 2018 and 2019 respectively

- An increase of international students from 14% in 2016 to 19% in 2018 of the total student population⁶

- Over £6.8bn worth of exports and imports from Manchester Airport alone in 2019⁷

- The establishment of a three year partnership between Visit Britain and Marketing Manchester, the first non-nation deal of its kind to target international visitors leveraging Greater Manchester's Gateway to the North branding to support the delivery of campaigns on behalf of nine Northern destinations

- Further development of the Manchester China Forum and launch of the Manchester India Partnership, two examples of the region taking a unique, long-term approach to developing its relationships with high growth markets

- The successful delivery of three Mayoral led "Team Manchester" missions to the US, China and India with the India mission alone securing seven pipeline projects estimated to create more than 600 jobs for Greater Manchester

6. A Strong Foundation

6.1 A Diverse Population

Greater Manchester is a place with social diversity and inclusion at its heart. Our people and diverse communities are our greatest asset, and central to Greater Manchester being an inclusive city-region where everyone and every place can succeed.

The birth place of women's suffrage, the co-operative movement and trade unions, we have a proud history of welcoming and supporting people from different communities to make Greater Manchester their home. Currently home to 2.8 million people, 34% of Greater Manchester residents are aged between 16-24 and 30% are Black, Asian or Minority Ethnic (BAME). Despite our young and vibrant population, we also has a fast growing ageing population. We celebrate the fact that we are living longer and the opportunities that brings for us individually and as a society. It is this for this reason that Greater Manchester was recognised as the UK's first age-friendly city-region by World Health Organization in 2016.

More than 200 languages are spoken by our communities, making us the most linguistically cosmopolitan city-region in Western Europe⁸. Our largest ethnic community group is of Pakistani heritage (5% of the population), followed by Indian, Irish, Bangladeshi and Chinese ethnic groups.

We work with these communities and groups to showcase their diversity in many different ways, including a wide range of events and annual festivals bringing communities together to share and celebrate what makes us different. Some of these annual events include the UK's longest running Pride festival, Chinese New Year, the Manchester Irish Festival and St Patrick's Parade, the Diwali celebrations (the largest in the North of England), the International Women's Day Programme, the Manchester Refugee Cultural Festival, the Mega Mela, the Caribbean Carnival, Sparkle Weekend, Disability History Month, and many others.

COVID-19 has exposed economic and societal issues and the need for a new model with people at its heart which embraces diversity, tackles inequalities, builds resilience and rebuilds productivity. We will build on our history of innovation, creating a modern blueprint for growth where everyone and every place can succeed.

2.8
million people
currently call
Greater Manchester
their home



Confectionery Branch No. 5.

CO-OPERATIVE
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6.2 A Strong Sector Base

Greater Manchester's economy is one of the most economically diverse in the UK with more than 124,000 businesses. Our biggest employers operate in Financial and Professional Services, Wholesale and Retail and Health and Social Care. Other significant sectors include Construction, Digital and Creative, Hospitality, Tourism, Sport, Manufacturing and Logistics⁹.

Business start-up rates in Greater Manchester have improved sharply since 2008 and ours is now one of the best performing city-regions outside of London for business births. Our excellent academic institutions, with sector strengths in health innovation, advanced materials and digital technologies, underpin our innovative ecosystem of companies. In recent years, large corporates and innovative high growth small and medium enterprises (SMEs) have chosen to invest in Greater Manchester due to its increasingly recognised reputation as an innovative, diverse, well-connected and outward looking city-region.

Central to delivering our future economic vision is our ability to connect with the world, promoting our strengths, attracting investment, driving international research collaboration and increasing our export propensity across our priority sectors

The Greater Manchester Local Industrial Strategy (Appendix D) published in 2019, in partnership with national government sets out our vision for the future building on our recognised strengths. In the long term, we aspire to become a global leader in health innovation, position ourselves as a leading place for the development and adoption of advanced materials in manufacturing and build on our reputation as a leading European digital city. Greater Manchester also aspires to build on its strengths in low carbon technology and achieve carbon neutral living by 2038.

Whilst we have a strong business and talent base locally, central to delivering our future economic vision is our ability to connect with the world, promoting our strengths, attracting investment, driving international research collaboration and increasing our export propensity across our priority sectors.



6.3 Unique Assets

As well as our sectoral strengths, Greater Manchester benefits from key assets that contribute to our unique position within the regional, national and wider global economy. The dynamic regional centre lies at the core of the conurbation and is home to the city-region's largest concentration of economic activity. It contains the largest office market outside London and encompasses an internationally significant cluster of digital and creative activities including at Salford Quays/MediaCity UK and Corridor Manchester/the Northern Quarter.

Stretching outwards from the regional centre, and benefitting from the agglomeration of activity at the core is a wider economic area including Trafford Park, one of Europe's largest industrial parks. Alongside this sits a confident network of interconnected town centres, important locations for shops, services and local employment, and increasingly important as places to live. Greater Manchester has eight principal town centres, 20 smaller towns and more than 50 further significant local and suburban centres.

Thanks to our position in the heart of the country, Greater Manchester sits at the centre of the Northern Powerhouse making the city-region a Global Gateway to the North. Manchester Airport is the UK's third largest regional airport, which supports the wider visitor, cultural and sporting economy. The Airport's freight terminal is vital for the city-region's internationally facing businesses. In 2019 it imported and exported cargo totalling over £6.8bn, while the further development of Airport City is creating one of the North's largest logistics clusters.

Greater Manchester's four Universities and knowledge economy constitute a globally significant concentration of science, research and innovation assets. Corridor Manchester is the strongest single location with its concentration of universities, NHS and private sector assets, whilst leading research is also undertaken at the universities of Salford and Bolton as well as public/private facilities across the city-region. Greater Manchester has particular strengths in:

- Health Innovation - with the largest concentration of health research nationally outside of the South East of England
- Advanced Materials - world leading science around the National Graphene Institute and the Graphene Engineering Innovation Centre as well as the Sir Henry Royce Centre and BP-International Centre for Advanced Materials
- Digital, Creative and Media – globally recognised clusters in broadcasting, content creation and media, and cyber security
- Business, Professional and Financial Services – the largest employer and sector in Greater Manchester economically and a key enabling sector for the delivery of our growth ambitions

A vibrant cultural offer is vital for any global city and Greater Manchester boasts an internationally renowned cultural and sporting identity. The region is home to national assets that include theatres such as the Lowry and The Royal Exchange; galleries at Manchester Art Gallery and the Whitworth; the conurbation's world-renowned music scene; new, original works at the Manchester International Festival and Factory as well as Orchestra's such as the Halle and Manchester Camerata. Greater Manchester is recognised internationally as a place of sporting excellence, our world famous football and rugby league clubs including Manchester City and Manchester United as well as our internationally competitive sporting facilities for cycling, cricket and swimming make our sporting appeal second to none. These uniquely Greater Manchester assets enable us to use the language of culture, sport and music to drive collaboration and partnerships overseas.

6.4 A Coordinated Approach to Delivery

Innovative forms of cooperation between Greater Manchester's private and public sector mean we continue to be an example of effective leadership with a unique history of integrated partnerships and a co-ordinated approach to delivery.

Devolution has enabled a more co-ordinated approach to delivery across the city-region with greater alignment of strategic planning and investment. The Greater Manchester

Strategy, Our People, Our Place, developed by partners, sets out the shared city-region vision: "...to make Greater Manchester one of the best places in the world to grow up, get on and grow old."

This coordinated approach has led to the development of further Greater Manchester strategies including the Local Industrial Strategy, GM Digital Blueprint, the Cultural Strategy and Five Year environment Plan, all of which state the desire for top-level international recognition and recognise the importance of international collaboration.

This coordinated cooperation has resulted in a strong group of international delivery organisations that include the inward investment agency MIDAS (including the Manchester China Forum and Manchester India Partnership), Greater Manchester Chamber of Commerce, The Growth Company, Marketing Manchester and the Greater Manchester Local Enterprise Partnership, all of which support the delivery of the city-region's international engagement, aligning priorities to our local growth ambitions.



7. Enhanced Strategic Framework

The refreshed International Strategy builds on the priority areas from 2017, with its core outputs of trade, investment, tourism, research and innovation and international students remaining broadly the same. To illustrate the close synergy and inter-connectivity between different priorities the new strategic framework groups the city-region's eight priorities into two different categories - Core Priorities and Enablers.

Core Priorities are defined as the central blocks of the internationalisation. They play a key role in adding significant economic value to the region, are easily measured by specific metrics and indices, drive growth and create jobs.

Trade	Investment - FDI and FCI	Visitor economy - leisure and business	Research and innovation capabilities	International students
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Enablers are what gives Greater Manchester its competitive edge and make us unique. They help us connect with the world, learn from others, share our values, and tell Greater Manchester's story well.

Global perception and branding	Connectivity (physical and digital)	City-region diplomacy
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Strategic objectives have been agreed across each priority. Some adopt a short-term timeframe in order to address the issues arising from COVID-19 and the EU Exit. Recognising the long-term strategic vision and complexity of delivering an international strategy, other strategic objectives will be carried over and re-considered in the full strategy refresh next year. Where appropriate strategic objectives from the 2017 to 2020 strategy have been rolled over in to this one-year strategy to support the continued development and delivery of Greater Manchester's international ambitions.

Given Greater Manchester's commitment to building back as a fairer, greener and more equitable society, the one-year refresh will also consider our global role in delivering the global shared agendas of equality, sustainability and social cohesion. We will use the United Nations Sustainable Development Goals (SDGs) as the framework to focus our international ambitions around inclusion, equality and sustainability.

STRATEGIC CONTEXT

Greater Manchester Strategy "Our People, Our Place"

Greater Manchester Local Industrial Strategy

Greater Manchester Living With COVID Resilience Plan



The Greater Manchester International Strategy refresh has been informed by and will complement our other local strategies, including the Greater Manchester Local Industrial Strategy and the Greater Manchester Strategy 'Our People, Our Place'. This strategy will also be considered in the delivery of the Greater Manchester Living with COVID Resilience Plan to ensure alignment of relevant priorities and actions.



8. Strategic Priorities

8.1 Trade

The Greater Manchester Independent Prosperity Review (Appendix D) highlights that our city-region's exporters are more likely to have much higher productivity than non-exporters across all business age groups and sizes. Growth in trade export performance is central to improving productivity, living with, and recovering from the COVID-19 pandemic and ensuring the benefits of internationalisation are felt across the city-region.

In 2017, Greater Manchester set the target of increasing export performance by £900m by 2020 to a total of £6.25bn. Despite the uncertainty over the last few years, the city-region's businesses have continued to look for new opportunities to trade with international markets and exports of goods rose by 1% in 2018 to total over £6.8bn with the number of exporting businesses in 2018 reaching 13,043, an increase of 8% from 2017¹⁰.

Sector	Value of Exports	Country	Value of Exports
Machinery and Transport Equipment	£1.8bn (27%)	Germany	£820m
Miscellaneous manufactured articles	£1.6bn (24%)	Irish Republic	£714m
Chemicals and related products	£1.3bn (20%)	USA	£633m
Manufactured Goods	£0.9bn (14%)	France	£455m
Food and Live Animals	£0.5bn (7%)	Netherlands	£339m

Table 1. Greater Manchester Export Summary (Goods) – Top Sectors and Markets in 2018¹¹

Over the last three years, Greater Manchester has maintained strong trading relationships with its top trading partners while also seeing substantial growth in markets such as Canada, Vietnam and Australia.

Due to the mix of the city-region's business base, Greater Manchester performs well in service exports, particularly in services such as Finance and Insurance, Information and Communications and Professional, scientific

and technical activities (including Real Estate). While international trade data for services is currently limited, it is estimated that in 2017 Greater Manchester was the eighth largest exporter of services, totalling £8.2bn¹².

New Challenges and Opportunities – COVID-19 and EU-Exit

The new context in which we find ourselves is arguably one of the most complex for generations. Shrinking economies, dampening demand, re-shoring of supply chains and an emerging trend of hyper-localisation means the global trading landscape is more challenging and uncertain for new and experienced exporters alike.

The impact of COVID-19 on trade emerged early on in the pandemic with local businesses facing high shipping costs due to a reduction in freight services and manufacturing bottlenecks. Flight restrictions and the inability to travel are also causing significant challenges for some businesses trading overseas. While the deeper impact of COVID-19 on global trade is unlikely to appear for some time, experts predict that global trade is likely to decline between 13% and 32% this year¹³. Data published by HMRC earlier this year shows that in Q1 of 2020 total exports were down 8.5% and imports down 12% on the same period last year although more recent statistics show exports are starting to recover as business returns to normal. A drop-off in Greater Manchester's total exports is to be anticipated due to many of the city-region's key export markets such as the US and Europe suffering from the impacts of COVID-19.

The UK's departure from the single market on the 31st of January 2020 may also create new uncertainty for Greater Manchester's exporters. Currently, 8 out of ten of our strongest trading partner countries are members of the EU, with experts anticipating increased border and custom requirements for goods that may initially result in border delays, additional admin and inventory build-up. Greater Manchester is committed to working with our partners and businesses to ensure they are prepared for any new processes and procedures, helping them to address supply chain challenges, prevent additional costs and ensure export levels are sustained. While the UK's departure from the EU will result in changes and present fresh challenges, new national foreign policy presents the opportunity for Greater Manchester businesses to have new trading terms with markets such as Japan, the US and Australia and support our market diversification.

Looking Forward

Despite the current uncertainty, insight shows us that Greater Manchester businesses are continuing to look for growth opportunities overseas with 50% of 600 surveyed businesses by The Growth Company indicating a desire to explore new international markets.

The Greater Manchester Local Industrial Strategy recognises that exporting businesses are more productive and resilient than others and that better coordination of export support services is required to improve export productivity in under-performing sectors including Health Innovation and Creative, Digital and Tech. In the digital future, competitor firms will be global, so it is more important than ever to support our businesses to unlock export productivity. The city-region also has strong services sectors with recognised untapped exporting potential. Further work is required to understand our business base and the specific opportunity areas.

As we adapt to live with COVID-19 and look to address the emerging economic challenges, we must work to further understand our business base and its exporting potential, and streamline our support services to encourage and support internationalisation. Our trade and investment strategies will also look to complement the Manifesto of the North and the Northern Powerhouse Trade and Investment Strategy, working with our Northern partners to improve our core industry capabilities, drive trade and investment and improve productivity.

Once finalised, the UK Government's on-going free trade negotiations – particularly with the US and Japan - present opportunities for some of Greater Manchester's industry base. In the short term,

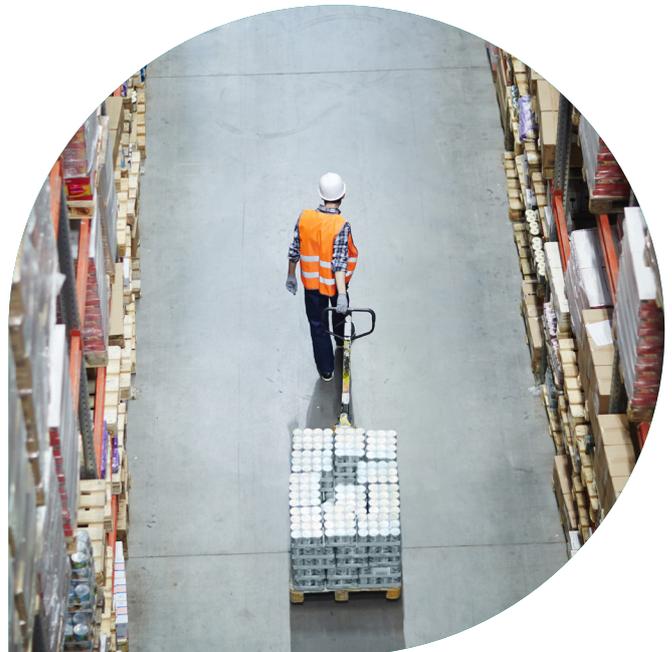
however, immediate economic interests are best served working with our strongest existing partners such as the US and markets closer to home such as countries within the EU. Our priority lies in supporting our businesses to understand and overcome the challenges EU exit may present for their business with a view to retaining our market share.

COVID-19 has brought to light the associated risks that an over-dependence on specific markets can create and has resulted in a seismic shift to global trade patterns. In the longer term, Greater Manchester must remain up-to-date on future trade agreements, understand the opportunities they may present for our businesses and closely monitor global trading patterns with the ambition of diversifying our top trading markets to more effectively spread risk. Greater Manchester will also work with the business community to consider opportunities for onshoring, or nearshoring their operations, by changing to suppliers that are in the UK, or closer to the UK, nearer to their production facilities and their markets. Businesses will need to be supported for such changes to their operations, but in return, this may restore production quicker in some industry sectors, will bring resilience to their supply chain and mitigate risks of any future disruptions.

In this context, Greater Manchester aims over the next year to maintain its 2018 export value of £6.8bn. To achieve this, Greater Manchester will work alongside the Department for International Trade and with local export delivery partners such as Greater Manchester Chamber of Commerce and The Growth Company, supporting existing exporters and enabling new businesses to access opportunities overseas.

Strategic Objectives

- Work with national government on the development of their new national export strategy and regional export strategy, coordinating efforts to identify sector and market opportunities for the city-region in tandem with the Northern Powerhouse
- Support our exporters to address the challenges emerging from EU Exit and COVID-19, ensuring where possible that we maintain export market value share within our top markets such as the EU, the United States and China
- Monitor the development of UK Free Trade Agreements and global trends, exploring and identifying opportunities to diversify Greater Manchester's international trading markets to countries and regions such as India, Japan, the Middle East and Australia
- Coordinate efforts across Greater Manchester to improve our international trade intelligence, including better understanding the opportunity that lower exporting sectors and the international trading of services presents for increasing our export productivity
- Continue working to create a fully integrated business export offer through strong joint working with the Department for International Trade, Greater Manchester Chamber of Commerce and the business organisations in delivery planning, sharing of sector/market expertise and maximising 'Northern' export presence at key missions and events as well as maximising the level of intensive support to exporters and ensuring they have the tools and resources to expand into new markets
- Develop and enhance existing relationships with the UK's priority markets including the US, Japan and EU, leveraging the region's existing relationships and city-to-city links to support exporters to access new opportunities overseas
- Explore the opportunity that the national government's new Freeports policy presents for Greater Manchester as a means of supporting export growth



8.2 Investment

Foreign owned companies in Greater Manchester are worth a total of £37billion to the local economy and employ approximately 172,000 people¹⁴. Over the last three-year's inward investment from foreign companies has resulted in the creation of 7,484 jobs and added over £524m to the city-region's economy¹⁵. Although investment trends are likely to be impacted by COVID-19, investment is a key tool for re-capitalising and re-invigorating Greater Manchester's economy, continuing to drive job creation, enhance our business environment and support the delivery of our growth strategies.

According to the EY annual Attractiveness Survey, Greater Manchester is the second most attractive place for Foreign Direct Investment (FDI) after London¹⁶, receiving 5% of the UK's total FDI market share. While this is 16 times lower than that of London, Greater Manchester continues to rise up the value chain with the average project value in Gross Value Added (GVA) terms rising year on year. Manchester has also been ranked 10th and 12th globally for FDI attraction by IMB in 2018 and 2019 respectively, a significant achievement for a city-region of our size.

Country	Projects	New Jobs	Safeguarded Jobs
United States	45	3489	726
Germany	18	932	545
India	15	792	25
Netherlands	8	299	
Spain	7	260	90
Australia	7	88	1
China	7	194	
Sweden	6	240	15
Ireland	4	165	
Canada	4	163	

Table 2. Greater Manchester's Top 10 FDI Markets (2017 to 2020)

The Department for International Trade's Annual Investment Report published in July 2020 indicated that the UK's top FDI source

markets were reflective of Greater Manchester's although other parts of the UK have a larger number of projects from Japan.

Sector	Projects	Jobs
Manufacturing	48	1441
Technology	36	2112
Financial and Professional Services	18	1407
Creative and Digital	16	298
Life Sciences	16	686
Business Services	6	589
Construction and Engineering	6	166
Energy and Environment	5	143
Logistics	4	643

Table 3. FDI Sector Breakdown (2017 to 2020)

In recent years, as technology has become pervasive across all industries the sector has become one of the city-region's largest job contributors. As digital transformation of industries accelerates, this is only set to continue. The city-region's successes in manufacturing derives mainly from the

expansion of existing investors with new projects being challenging to secure due in part to EU Exit and the current availability of large sites. This is an area that will be addressed by the Greater Manchester Spatial Framework.

Foreign Direct Investment and COVID-19

In April 2020, the United Nations Conference on Trade and Development (UNCTAD) predicted a 30% to 40% reduction in investment in 2020 with energy, basic materials, airlines and the automotive sector suffering hardest. A major decrease in GDP for major economies is expected to impact FDI flows and any prolonged recession in addition to further challenges caused by EU Exit may undermine our competitiveness as an investment destination.

Despite the ongoing challenges of COVID-19, a potential uplift in certain sectors including Biotechnology, E-Commerce and Cyber is anticipated as are new opportunities emerging from a shift to "localisation" and companies beginning to re-shore facilities to address future supply chain challenges¹⁷. COVID-19 has also caused a seismic shift in workplace strategy with global companies such as Google, Twitter and RBS advising staff to work from home for the foreseeable future. Recent MIDAS project successes indicate a shift in approach, with some businesses choosing to invest in the city region through people rather than property. Changes in workplace strategy such as these are likely to continue over the next year although it is too early to predict future trends and understand the broader implications these may have spatially, including on footfall and the real estate market.

Foreign Direct Investment and EU Exit

Prior to the outbreak of COVID-19, the UK's departure from the EU was proving to be a challenging obstacle for attracting investment into the city region. Since the referendum, Manchester's Inward Investment Agency (MIDAS) has noted a doubling of the sales cycle between project identification and closure.

The uncertainty surrounding the UK's free trade negotiations may result in reduced investment flows until the details of agreements emerge. Free Trade Agreements (FTAs) with markets such as Australia and Japan may present an opportunity for the city-region as a result of rising project numbers nationally. Greater Manchester will continue to monitor the opportunities the details of these FTAs present and respond appropriately although will not use these as a primary driver for priority market selection.

Looking Forward

Greater Manchester's long-term ambition is to become a consistent Top 10 global location for FDI attraction, with an emphasis on creating high value inclusive jobs across the 10 local authority areas. Given the rapidly changing business environment and continuous global uncertainty, there are likely to be short, medium and long-term challenges and opportunities that emerge in certain sectors and markets in coming years, all of which will require close monitoring.

In the present climate, the core industries that Greater Manchester prioritises through the Local Industrial Strategy including Low Carbon, Digital and Health Innovation appear to be on a growth trajectory. Greater Manchester will continue to promote the sector specialisms to a target audience of corporates and high growth SMEs.

Sector	Sub Sectors Focus		
Financial and Professional Services (FPS)	Fin Tech (Payments)	Banking	Professional Services
Creative, Digital and Tech (CDT)	Cyber	E-Commerce	A.I./Data
Industrial	Advanced Materials	Industry 4.0	Low Carbon
Life Sciences	Med Tech	Healthy Ageing/Age Tech	Digital Health Tech

Table 4. Priority FDI Sectors and Sub Sectors

Market	Sector
United States	FPS, CDT, Life Sciences, Industrial
Europe (Germany, Netherlands, Sweden, Ireland and Spain)	FPS, CDT, Life Sciences, Industrial
India	FPS, CDT, Life Sciences, Industrial
China	CDT, Life Sciences (Precision Medicine) and Industrial (Materials)
Japan	Life Sciences, Industrial
South Korea	Life Sciences, Industrial

Table 5. FDI Priority Markets and Sectors

Strategic Objectives

- Work across Greater Manchester to re-instil confidence in the investor community, re-building Greater Manchester's reputation as a top destination to live, work and invest with investment opportunities for businesses across a range of sectors including Creative & Media, Digital & Tech, Advanced Manufacturing, Clean Growth and Health Innovation
- Continue to monitor short term trends and implications on FDI emerging from COVID-19 and the UK's departure from the EU, identifying any challenges and future opportunities, and ensuring the city-region's FDI strategy is steered accordingly
- Coordinate efforts across our business support organisations to protect our existing investor base, offering support where possible to minimise job losses, providing solutions for redeployment and identifying potential expansion projects
- Work with national government on the development of the new national investment strategy to support the levelling up agenda and ensure a fairer distribution of foreign investment across UK regions – over the next three years we aim to increase our share of UK investment from 5% to 8% adding approximately £114m to the city-region's economy
- Increase the proportion of high value jobs to improve the city-region's productivity and support Greater Manchester's inclusive outcomes
- Translate the city-region's strategic vision into strong sector propositions and defined market opportunities for international investors and businesses through the development of new propositions around emerging sectors such as Clean Tech, Digital and Cyber, including by working with government on the delivery and roll out of additional High Potential Opportunities (HPO)



Foreign Capital Investment

The current evidence base for Greater Manchester's Foreign Capital Investment (FCI) is incomplete and largely driven by the large-scale investments in major property schemes and in to research, rather than venture capital. Although figures are hard to measure and track, estimates indicate that over the previous strategy period capital investment into property totalled over £4bn, primarily originating from the UAE, Hong Kong and Mainland China.

As with Foreign Direct Investment, COVID-19 and EU Exit will likely result in a drop off in FCI flowing into Greater Manchester although some experts believe a depreciated pound and struggling economy may lead to opportunistic investment from certain investors, which Greater Manchester must monitor closely.

Pre-COVID the region was beginning to see an increase in investors, primarily from China, Japan and Hong Kong exploring opportunities to diversify investments from property in to local venture capital and investor funds.

To date Greater Manchester has engaged on high value strategic projects with Local Authorities and organisations such as MIDAS and the Manchester China Forum, including the Far East Consortium which is playing a key role in the regeneration of the Northern Gateway in Manchester. Greater Manchester has also worked closely with the Department for International Trade on developing new international FCI relationships, providing local support when interest develops.

In the context of living with, and recovering from COVID-19, FCI presents an opportunity for Greater Manchester to drive investment in to local infrastructure projects, growth funds, innovation hubs and future property developments.



Holiday Inn

BBC

Creating a great workplace
is here as well

TSK

Giving rise to the new home of

Kellogg's

8.3 Research and Innovation

Innovation has always been at the heart of Greater Manchester, and the city-region has an impressive history of “world firsts”. As recognised in our Independent Prosperity Review, the city region is home to a strong integrated innovation system with strengths in areas such as Health Innovation, Digital, CleanTech and Advanced Manufacturing and Materials as well as leading academics in Global Inequalities.

Despite our strengths and strong history, there is further opportunity to leverage Greater Manchester's significant science and innovation assets internationally and translate our research and development (R&D) excellence into economic growth. By increasing our international research collaboration and connecting our innovation ecosystems with global equivalents more effectively we will position Greater Manchester as an innovative city-region that partners with global players, to turn ideas into business opportunities, becoming a place where solutions to societal challenges are developed tested and commercialised.

Greater Manchester is a leading city-region in the delivery of international research innovation partnerships, particularly in Europe. Our universities are the city-regions main participants in the EU R&D&I programme, Horizon 2020, however in recent years the region has seen an increase in private sector and public sector participation in transnational research and innovation projects as well. The latest EU figures suggest that Greater Manchester institutions have been involved in more than 440 cross-border research and innovation partnerships in the last seven years, with an investment value of €238,110,075 (£213,941,902).

The two main drivers of Greater Manchester's Innovation and Research priority are:

- The 2019 Local Industrial Strategy sectors and our Grand Challenges
 - » Sectors - Health Innovation, Advanced Materials, Clean Growth and Digital
 - » Grand Challenges - Artificial Intelligence and Data, Clean Growth, the Future of Mobility and the Ageing Society
- The National International and Innovation Strategy.

Research and Innovation – COVID-19 and EU Exit

Early on in the COVID-19 crisis, mitigation measures and social distancing affected the work of researchers and research groups making lab work and international travel challenging. Feedback from our universities suggests that international research and partnership dialogue continues, indicating an appetite to continue collaborating despite the ongoing challenges of COVID-19.

The outcome of the UK-EU negotiations remains a concern for Greater Manchester's research and innovation players due to the uncertainty surrounding funding. The UK's participation in Horizon Europe, the future R&D and Innovation EU programme, has been one of the main sources of funding for research partnerships over recent years.

Case Studies

Case Study

GrowGreen - Horizon 2020

GrowGreen is a Horizon 2020 funded project led by Manchester City Council aimed to create climate and water resilient, healthy and livable cities by investing in nature-based solutions. The project involves partners from Manchester (UK), Valencia (Spain), Wroclaw (Poland), Wuhan (China), Brest (France), Zadar (Croatia) and Modena (Italy). Website: <http://growgreenproject.eu/i>

Case Study

MARIO

Mario was a project addressing challenges of loneliness, isolation and dementia in older people through innovative and multi-faceted inventions delivered by service robots. Funded by Horizon 2020, the project assembled a team from Stockport Council together with international experts from academia, industry and dementia groups from Italy, Ireland, Germany and Greece. Website: <http://www.mario-project.eu/portal/>

Looking Forward

The 2017 Internationalisation Strategy measured our international research reputation based on our universities' performance on international ranking tables. Looking forward Greater Manchester must broaden its international ambitions for research and innovation, supporting the delivery of the Local Industrial Strategy, responding to our Grand Challenges and

working with international partners to support the commercialisation of research both in the UK and internationally.



Strategic Objectives

- Position Greater Manchester as an innovative and ambitious city-region committed to solving societal challenges through science and technology. Tackling inequalities, and climate change issues, embracing diversity and recognising the importance of civil society - balancing profit with people and the planet - creating a society that works for everyone
- Use Greater Manchester's assets to put the UK at the forefront of global innovation in key areas such as health, digital, clean technologies and advanced manufacturing/materials
- Attract investment and talent into Greater Manchester's leading research areas and innovation assets, leveraging the impact of investment to support the strategic needs of the Greater Manchester economy
- Foster international research and innovation partnerships and promote our research and innovation capabilities globally
- Promote Greater Manchester as a top location for global companies to establish their R&D operations across the city-region's frontier sectors
- Lobby national government to ensure the UK's participation in the Horizon Europe Programme (2021-2028)
- Develop city-to-city collaboration and cluster partnerships that promote co-operation and joint working between institutions, innovation hubs and businesses and connect international scale up programmes to support cross border R&D
- Explore the opportunity to develop soft landing platforms locally for international businesses and partner with international landing hubs in our priority markets to support Greater Manchester's businesses access and establish new operations overseas

8.4 Visitor Economy (Business and Leisure Tourism)

In 2019, tourism contributed £9bn to Greater Manchester’s economy, sustaining over 101,000 jobs. Conferences alone contributed spend of £862m, indicating the significant economic contribution both business and leisure tourism make for the city-region’s economy.

Visits have grown consistently since 2008 with visits increasing 38% between 2013 and 2018, 22% ahead of the national average. Other achievements over the last three years include:

- Securing a first-of-its-kind devolved regional tourism agreement with Visit Britain to deliver campaign activity for the North of England in our role as gateway to the North
- Securing a £1m marketing partnership with NYC & Company, New York City’s official destination marketing organisation. A first of its kind between a UK city-region and New York.
- The publication of the Greater Manchester Business Tourism Strategy (2019 to 2025), which delivered jointly with industry, sets out the city-region’s ambition to be a leading conference destination

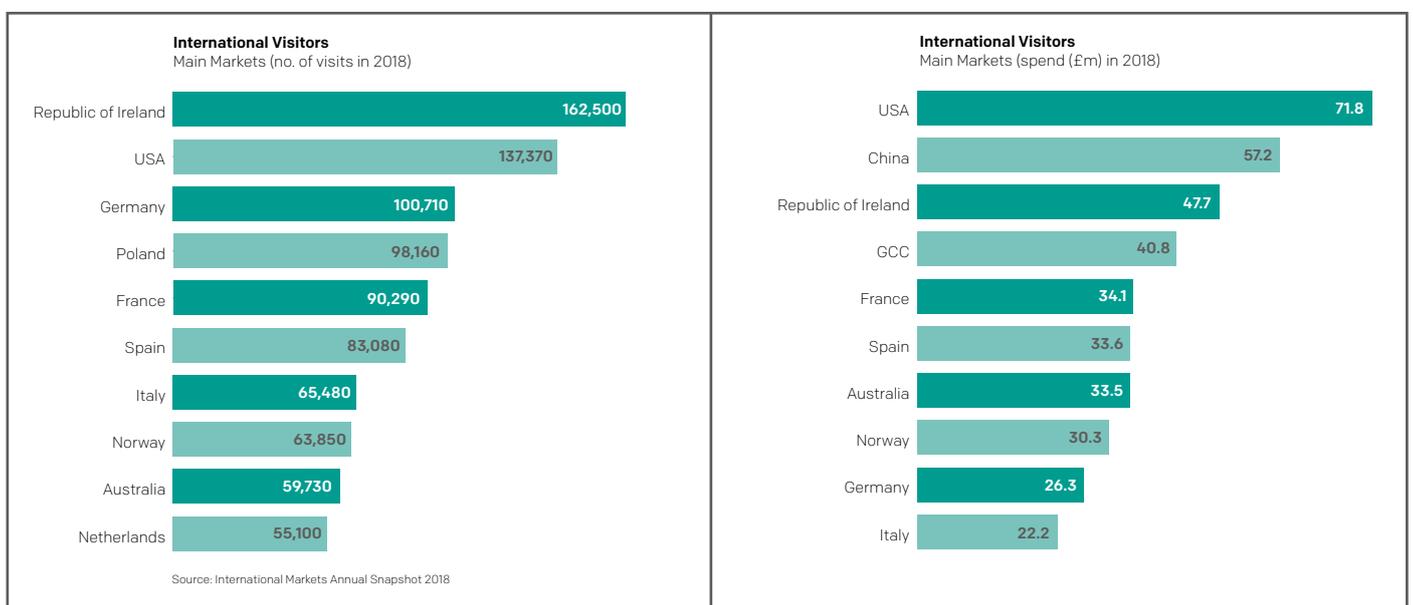


Table 6. Greater Manchester’s Visitor Economy Breakdown (2018)

Whilst Europe and the US top the list of Greater Manchester’s international visits in terms of volume, the last decade has seen more rapid growth from the rest of the world particularly from Asia and North America with China and the Gulf Cooperation Council (GCC) joining the US in our top four visitor spend markets. The city-region has seen growth in visitor value and volume, although, the share of international visits to the UK is dominated by London, which receives 53% of all visitors to the UK. Greater Manchester as the gateway to the North has an important role to play in levelling-up the economy by increasing tourism share outside of London.



COVID-19 and the Visitor Economy

Since lockdown measures were introduced, the visitor economy sector has been heavily impacted. The effects of lockdown on tourism operators, employees and wider supply chains have been severe. The city-region's previously buoyant tourism industry is anticipated to have lost 61% of economic value this year with wide spread business conference cancellations and hotel occupancy down 65%¹⁸.

It is widely recognised that recovery of the visitor economy will take longer for city-region destinations. Limited route connectivity as a result of the COVID-19 restrictions, between Manchester and our top travel markets makes accessing Manchester challenging and there is still much uncertainty about how quickly visitor attractions will be able to operate at capacity including events, concerts, sporting fixtures, nightlife and broader corporate travel.

Looking Forward

Despite the challenges of COVID-19, the ambition continues for Greater Manchester to be "a world class visitor hub for business and leisure tourism". Immediate priorities focus on building on recent successes and looking to support the sustainability and recovery of the sector.

In the short term, priority will be given to activity that can restore confidence in Greater Manchester as a visitor destination. Activity will focus on generating business and

investing in longer-term growth markets with additional emphasis being placed on growing the city-region's international conference and events market. In the longer term, and in order to remain internationally competitive in both business and leisure tourism a significant step change is required to drive positive change for the future of Greater Manchester's visitor economy including our hospitality, culture, music leisure and sports offer.

Ambition – Business Tourism - By 2025

Greater Manchester aims to increase business tourism earnings from £862m in 2017 by at least 40%, generating an additional £345m for the city-region economy.

Ambition – Leisure Tourism - By 2025

Greater Manchester aims to be a global destination of choice for leisure visitors and trade partners, working to ensure that the economic impact and benefits of tourism are felt across the whole of Greater Manchester.

Despite the challenges of COVID-19, the ambition continues for Greater Manchester to be a world class visitor hub for business and leisure tourism

Strategic Objectives

- Support and sustain the visitor economy sector as we live with COVID-19 and then support the rebuilding and recovery, working with the Greater Manchester Tourism Industry Economic Recovery Group and with the private sector, local authorities, as well as other promotional partners including other destination marketing organisations and VisitBritain, to re-instil confidence in consumers to travel locally, nationally and internationally
- Work in-market with the travel trade in-market to grow back passenger numbers and increase the number of international passengers arriving at Manchester Airport
- Retain and increase Greater Manchester's international visitor market share as the alternative gateway to the UK
- Support and sustain the business and conference sector as we live with COVID-19 and as we shift to rebuilding and recovery, and identify and attract major new sporting and cultural events to be held in the city-region as well as domestic and international business conferences and events that align with and reinforce Greater Manchester's priority sectors
- Promote Greater Manchester's cultural, sporting and hospitality assets to gain further recognition as a vibrant global city-region
- Build on the successes of Greater Manchester's devolved delivery contract with Visit Britain to secure a new sustainable structure focused on greater devolution and anchored around a new 10-year tourism strategy
- Work with the Department for Digital, Culture, Media and Sport (DMCS) to establish a network of destination marketing organisations that improve the UK's competitiveness and productivity within the visitor economy sector

8.5 International Students

Greater Manchester has the largest international student population outside London with over 19,000 students from outside of the UK coming from over 160 different countries.

In 2018 and 2019, 19% of Greater Manchester's total student population came from outside of the UK and made up 4% of the UK's total international student population.

Rank	Market	%	Rank	Market	%
1	China	30	11	Greece	Less than 2%
2	Malaysia	4.67	12	Spain	
3	India	4.11	13	France	
4	Saudi Arabia	3.66	14	USA	
5	Romania	Less than 3%	15	Ireland	
6	Kuwait		16	Germany	
7	Nigeria		17	Korea	
8	Hong Kong		18	Pakistan	
9	Cyprus		19	UAE	
10	Italy		20	Bulgaria	

Table 7. Top 20 International Student Markets in Greater Manchester (2018-2019)¹⁹

International students are not only a source of tuition income, enabling our universities to improve their offer and research capabilities, they also bring with them significantly broader benefits to the city-region, including:

- **Adding to our diversity and culture** – International students enrich our university campuses and city-region both academically and culturally, helping make Greater Manchester one of the most culturally diverse city-region's in the UK
- **Helping drive growth and jobs** – The net economic contribution of international students and any visiting friends and relatives not only helps drive growth and jobs within universities but their wider off campus expenditure has broader positive implications on the local property, retail and leisure sectors in Greater Manchester. A report published by Oxford Economics in 2018 calculated that for every 11 non-EU students to the UK there was a £1m net economic benefit (tuition fees, non-tuition expenditure and average visitor income)²⁰. Based on this methodology Greater Manchester's 15,005 non-EU supported the generation of over £1bn to the city-region's economy annually
- **Entrepreneurial talent and unique skill sets** - International students are a source of entrepreneurial talent and help to address skills shortages, particularly in areas such as technology, science and engineering
- **Life-long ambassadors** - International students are life-long ambassadors for Greater Manchester. Many alumni have strong professional and personal links to the city-region and it is important to recognise the soft power benefits these networks bring in the longer term

International Student Recruitment and COVID-19

The impact of COVID-19 on Greater Manchester's international student population is still uncertain with the universities anticipating a drop off between 25% and 75%. This predicted fall is due to a number of short and longer term challenges brought about by COVID-19. In the short term, physical barriers such as the availability of flights, closure of visa offices and inability to sit required tests and entrance exams mean students are unable to take up offered places. In the longer term, economic barriers caused by the financial implications of COVID-19, negative sentiment towards the UK, increased competition from other top international student markets and broader geo-political challenges are all presenting their respective challenges for the recruitment of international students.

The UK's departure from the European Union is also likely to affect student recruitment from within the EU. Whilst countries such as Germany and France are likely to be sustained, EU Exit is expected to impact student recruitment from countries such as Romania where there is a heavy reliance on loans and funding. EU Exit will also affect the UK's ability to participate in student exchange programmes such as Erasmus.

Looking Forward

Due to the importance of international students to Greater Manchester despite the challenges ahead, prioritising their attraction remains a top priority. The city-region must coordinate efforts to protect its international student pipeline, working to ensure Greater Manchester is perceived as a safe and welcoming place, remaining a top study location in an increasingly uncertain and competitive market.

The recent pandemic has brought to light the significant risk that an over dependence on one particular market can have. Greater Manchester should also consider how it can take advantage of the new Graduate Immigration Route to diversify its student population across a wider range of markets, including increasing student numbers from markets such as India, Malaysia, Nigeria, Hong Kong, UAE and Pakistan.

Increased competition for international students means the city-region must come together to support Greater Manchester's universities in providing a strong place offer in addition to our institutions' academic excellence. Opportunities could include collaborating to tell our place and sector story well; the development of work experience programmes and supporting the coordination of volunteering; supporting students to be more involved in the community; and providing an opportunity for students to connect more closely with the city-region, becoming part of its growth.

Over the next year, Greater Manchester will aim to maintain a 4% market share of the UK's total student population.

Strategic Objectives

- Coordinate efforts across Greater Manchester to remove as many physical barriers as possible for the 2020/2021 international student intake
- Coordinate efforts across Greater Manchester to promote the region as a safe and welcoming place to study in response to increased negative sentiment towards the UK
- Stride ahead of our competitor cities to enhance Greater Manchester's student offer and remain competitive globally as a greater place to study
- Explore what opportunities the new Graduate Immigration Route presents for supporting the diversification of Greater Manchester's international student population and how the city-region can come together to tell our place and sector story well to prospective students
- Consider how Greater Manchester can better engage with the city-region's universities to connect with the international Alumni network, recognising that international students are life-long ambassadors for the city-region



9. Strategic Enablers

9.1 Greater Manchester's Global Perception and Reputation

Over the last few years, Greater Manchester has successfully continued to communicate its story to the world, making strides to increase its rankings in a range of global indices. As a city-region with a long history of international appeal and success, we regularly outrank large competitor regions to join capital cities in global indices. In the last three years, we have proudly moved up three places on the Anholt Brand Index from 27th (2016) to 24th (2019).

It is widely acknowledged that the increase in Greater Manchester's visibility can be attributed to a proactive strategy of international promotion over the past decades that has achieved recognition with influential audiences, investors and institutions. In 2018, the Greater Manchester Brand Framework was developed as a key tool for coordinating clear messaging across our priority areas to all audiences.

Research was commissioned in 2019 to gain detailed intelligence on the city region's global performance across over 500 indices to understand how we benchmark in perception and performance. Research shows that Greater Manchester has made improvements in performance indices such as Innovation Ecosystems, Workforce & Talent and Global Reach. The city-region also ranks in a top 25 position for Millennial student appeal and attraction, Social Diversity and Inclusion, Business and Real Estate friendliness and Visibility and buzz.



Nasim dancing in a gold hat: Photo taken by Joe Smith for Art with Heart's Old Stock, New Stock Exhibition.

Looking Forward

Greater Manchester's recent strategies such as the Local Industrial Strategy, GM Digital Blueprint and Five-Year Environmental Plan recognise the city-region's desire to increase productivity and attract external investment. The challenges of COVID-19, the UK's new relationship with the EU and increasing global competition all mean that it is more important than ever to demonstrate and communicate that Greater Manchester remains open for business and is ambitious in improving its international recognition.

Strategic Objectives

- In response to the emerging challenges of COVID-19, continue promoting Greater Manchester as a safe, welcoming and diverse city-region and a great place to visit, invest, meet, study and live
- Recognise the critical importance our place assets have in building a globally competitive region, coordinating efforts across Greater Manchester to lobby government and secure additional investment in our offering recognising the importance that culture and life enriching qualities bring to our residents
- Tell Greater Manchester's story to the world, initiating focused and sustained communication of Greater Manchester's ambitions, unique selling points and Local Industrial Strategy sectors, positioning Greater Manchester at the forefront of innovation
- Strengthen Greater Manchester's global position and perceptions by implementing the Business of Cities research recommendations, defining our target indices and setting out a process to improve and track performance against our defined metrics of success
- Explore a new public and private model for promoting Greater Manchester and delivering international activity



9.2 Connectivity

In the 19th century, Greater Manchester built the Manchester Ship Canal and the world's first in-land port and in the 20th century the region invested heavily in to the rapid growth and development of Manchester Airport. Over the last two hundred years, Greater Manchester has continued to recognise the importance of global connectivity for the creation of a thriving and prosperous economy.

Connectivity, both physical and digital, is an important enabler for the delivery of Greater Manchester's international ambitions. Physical connectivity, particularly through Manchester Airport has broader economic benefits that include supporting trade and investment and increasing international students and visitors.

Digital connectivity is critical to our international competitiveness and plays an enabling role in supporting connections overseas, facilitating trade, investment and collaboration. The COVID-19 crisis has also led to an increased adoption and further acceptance of digital technologies, presenting a window of opportunity for the region to utilise these "Digital Wins", understand how our strengths in digital can give us competitive edge and explore new ways to connect overseas.

Direct Connectivity - Manchester Airport

As the UK's third largest airport, Manchester Airport is a critical growth asset and key driver for internationalisation. In 2019, Manchester Airport added £4.5bn GVA and 76,000 jobs to the local economy²¹. The success of the Airport is critical for enabling the growth of the city-region's trade, investment, visitor and international student priorities and is recognised as a key asset for supporting the economic prosperity in Greater Manchester and the broader Northern regions.

Over the last three years, Manchester's Airport has continued to grow as a key gateway to the North of England, serving approximately 29 million passengers each year, up 6% from 2017 and boasting direct routes to more than 200 destinations. In 2019 Manchester Airport's freight terminal managed import and export cargo of a total value exceeding £6.8bn, with the further development of Airport City continuing to attract large e-commerce and logistics businesses, creating one of the North's largest freight clusters. A further £1bn investment is underway to transform Manchester Airport in to a world-class operation, allowing it to further increase capacity and drive additional benefit to the region.

Case Study

Manchester to Beijing – "2-Years In" – Economic Impact Study

In June 2016 the first ever direct flight service between the North of England and mainland China launched in partnership with Hainan Airlines. The two-year economic impact study jointly published by Manchester Airport and the Manchester China Forum captures the positive impact that direct connectivity with a high growth market can have in facilitating the flow of people, goods and services. The economic impact study indicated that in many cases the city region's increasing levels of trade, tourism, investment and knowledge exchange were outstripping national averages with export values from Manchester increasing by 41% and international Chinese student numbers growing 5% ahead of national average.

COVID and the Airport

COVID-19 has spread worldwide without acknowledging borders and has had a devastating impact on Manchester Airport. The International Civil Aviation Organisation estimate that global capacity in Q1 2020 is down 45% with Europe's international traffic down 41% on last year. Notwithstanding the ongoing uncertainty of the pandemic, experts predict that recovery for the aviation sector will be slower than other domestic sectors, with a full recovery likely to take years.

Figures from Manchester Airport in April show passenger numbers dropped to approximately 1,000 per day from 90,000 in peak times last year. While numbers increased slowly over the summer months, these flights are primarily to European destinations. Significant uncertainty still surrounds the re-instatement of long-haul direct routes to key markets such as the US, China and India. The reduced number of flights also has broader implications for the importing and exporting of goods from the World Freight Terminal, the visitor economy and international students travelling to the UK.

Looking Forward

It is important that the Airport receives the required support to ensure it can remain internationally competitive and connected to as many international markets as possible. Due to the complexities and unprecedented challenges facing the aviation industry, this requires a coordinated effort from across the city-region to ensure the importance of the airport is recognised nationally, that it is positioned well against competitors and that both in-bound and out-bound travel continues to attract demand.

Strategic Objectives

- Continue to lobby government on the support needed to ensure a full and speedy recovery of the UK aviation sector and regional airports – emphasising the important role that airports and long-haul connectivity play in supporting the re-balancing and levelling up of the UK
- Ensure that Manchester Airport is well positioned against peer airports by developing a coordinated and clear proposition for Greater Manchester and the North including its surrounding business, leisure and student travel to ensure the city-region's route proposition remains competitive and that the Airport is able to win back and secure routes with markets such as the US, China, India and Japan
- Monitor the announcement of travel corridors and support Manchester Airport to reinstate and attract additional routes and work with the travel trade in-market to grow back passenger numbers and increase the number of international passengers arriving at Manchester Airport
- Work with government to accelerate investment commitments to HS2 and Northern Powerhouse Rail (NPR) to improve Greater Manchester's ground connectivity to the broader Northern Powerhouse region. Better connectivity and public transport will enable Manchester Airport to increase its catchment area and improve the viability of new services to priority markets, make use of existing capacity, maximise the city-region's global competitiveness and ensure the benefits of the airport flow to all parts of the North

Digital Connectivity

In 2019, Greater Manchester published its GM Digital Blueprint outlining our ambition to be a top five European digital city-region. COVID-19 has led to digital connectivity and infrastructure being more important than ever to remain internationally competitive and drive our international ambitions.

The experience of the pandemic has led to increased acceptance and acceleration of digital adoption in our daily lives creating a window of opportunity for the city-region. Social distancing measures and travel restrictions mean that international events and conferences previously held physically are moving to online platforms, universities are shifting to online learning and the leisure and tourism industry is becoming more reliant on digital booking platforms. In the current landscape, digital platforms are more important than ever before as a key tool in connecting us to the rest of the world. Our recognised strengths in cyber give us a unique digital offer and put us on a strong footing to capitalise on these opportunities.

Looking Forward

Looking forward reliable digital connectivity is beyond vital and given the seismic shift in working, Greater Manchester needs to have the best digital infrastructure in the world. To achieve this the city-region will continue to drive investment in to its digital infrastructure as outlined in the GM Digital Blueprint and recognise that post-COVID, digital connectivity, a competitive digital asset base and using digital tools in innovative new ways also play an enabling role in the delivery of our international priorities.

Digital connectivity has diminished geographical borders and enables us to collaborate more innovatively and effectively with international partners, connecting our businesses with new markets more easily, promoting our assets and driving inward investment in creative new ways as well as using different digital mediums to share our international visitor offering.

Greater Manchester is committed to consider how we maximise our digital assets to tell our story to an international audience and deliver on all our international priority areas. By shifting more of our international activity online, we are able to amplify our voice and interests in policy making, accelerate the dissemination of information and connect with partners overseas more easily.



9.3 City-region Diplomacy

City-region diplomacy is a powerful enabler for supporting Greater Manchester's international ambitions, facilitating our engagement on a global stage on agendas that are important to us, strengthening our links with other global cities and supporting the delivery of our core international ambitions.

By leveraging our recognised strengths, soft power assets and connections, Greater Manchester can develop further links at a city-region level to participate in global debates, help shape global politics and develop strong tangible relations that drive trade, investment, innovation, collaboration, policy and people-to-people exchange.

COVID and City-Region Diplomacy

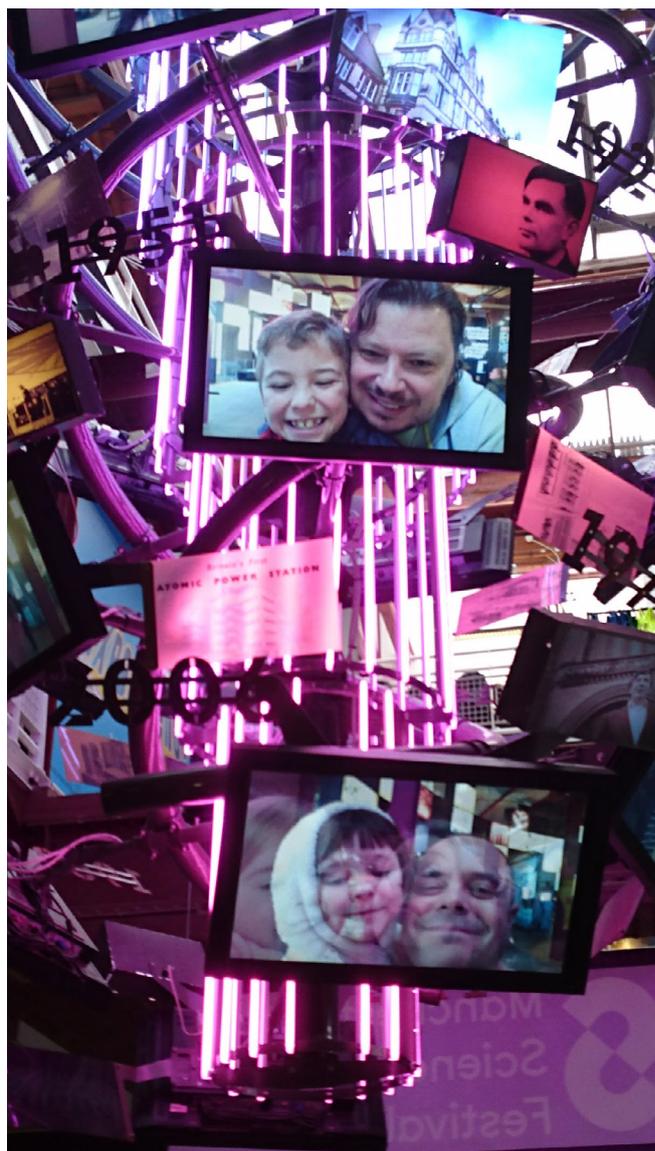
As COVID-19 pandemic has brought the global economy to a standstill, some diplomatic relationships have become fractured. Despite rising tensions at a national level, city-regions are continuing to collaborate and cooperate both independently and through city networks such as the C40, Covenants of Mayors, Resilient Cities Catalyst, World Economic Forum and Eurocities. These global networks have created strong platforms for city-regions to share ideas, collaborate and challenge the norm.

Global cities share similar challenges including inequality, poverty and climate change, many of which have been exacerbated as a result of COVID-19. Living with and recovering from COVID-19 presents an opportunity for Greater Manchester to work together with other global cities to address these global challenges and consider how our recovery from COVID-19 can be focused on developing a greener, more resilient and equitable society, working together to ensure these values become the new normal.

Case Study

Grand Lyon and Greater Manchester Big Booster Partnership

This partnership builds on Greater Manchester and Lyon's strong city-to-city relationship highlighting the opportunity that strong civic links present for creating new trade, investment and innovation opportunities for businesses locally. The Big Booster Partnership formed between the Growth Company and Grand Lyon's equivalent aims to support inward investment and soft land for Lyon businesses to the city region alongside outward trade and soft landing for Greater Manchester businesses to France.



Looking Forward

As the UK's relationship with the rest of the world remains in a period of uncertainty, connections forged by Greater Manchester are more important than ever to support the city-region to drive forward international collaboration aligned with our economic and civic needs, in partnership with industry, cities and the UK government.

The Greater Manchester Local Industrial Strategy outlines our ambition to establish a Global Prosperity Partnership, building on our learnings from the Manchester China Forum and Manchester India Partnership, to grow high value city-to-city trade and technology or IP exchange, attract inward investment, visitors and global talent, and support exporters and high growth companies to scale operations globally and attract investment.

By embracing city-region diplomacy as a new enabling priority, Greater Manchester will take a more coordinated approach, working with partners across the city-region to develop links internationally, connect with other global cities and develop strong partnerships with embassies, consulates and international institutions to support the delivery of our vision and international priorities. We will also capitalise on the existing twinning arrangements from the local councils and the GMCA (Appendix F) to enhance collaboration and cooperation with other towns and cities around the globe.

City-region diplomacy also presents an opportunity for Greater Manchester to engage internationally on global debates, which are aligned to our policy ambitions. Greater Manchester is at the forefront of the green revolution; our 2038 carbon neutral targets are a decade ahead of the rest of the UK and our city region's Five Year

Environmental Plan shows our commitment to delivering on our ambitious targets. The climate crisis is a global emergency and an example of a key policy area where Greater Manchester is well placed to play a role in addressing the crisis, sharing our knowledge, technology, innovative policy and experiences, working with and learning from others to address the challenges of climate change.

Strategic Priorities

- Strengthen and broaden existing city-region collaboration agreements - including Barcelona, Lyon, Boston, Ulsan, Tianjin, Sylhet and Bangalore - identifying opportunities that promote further trade, investment and research collaboration between businesses and institutions

- Develop a City-region Diplomacy Plan which identifies a small and strategic number of city relations and cluster partnerships that align with Greater Manchester's sector opportunities, policy interest and priority markets

- Develop a 2020-21 Mayoral Mission Plan in partnership with key Greater Manchester stakeholders and government to support the delivery of our international ambitions and raise our profile overseas

- Explore opportunities emerging from the 10 boroughs that may benefit from city-to-city international partnerships and missions, for example, investment, trade and diaspora links

- Promote Greater Manchester as an active and strong voice on global issues on the international stage, map our international networks (Appendix E) and identify opportunities for joint international working across the city-region

10. Global Target Markets

In 2017, Greater Manchester completed a full evaluation of our global target markets based on existing strengths, economic size, forecast growth and ease of doing business, with the aim of identifying the city region's prime, opportunity and monitor markets. A similar analysis was completed in spring 2020 with findings confirming that Europe and the US continue to be our largest and most significant markets across our international priority areas. Over the last three years, we have also seen significant growth in markets such as China and India, thanks partly to the establishment of the Manchester China Forum and the Manchester India Partnership.

Three critical factors inform our prime and opportunity markets for the next 12 months:

- Greater Manchester's strongest markets and existing relationships
- New national foreign policy
- The economic impact of COVID-19 and future growth projections

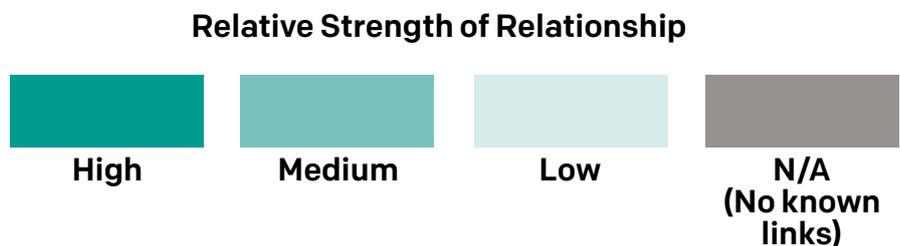
Greater Manchester's Strongest International Relationships

Table 8 summarises the city region's top international markets based on our historical performance in trade, investment, international student recruitment, academic research and visitor numbers over the last three years. A more detailed analysis of Greater Manchester's international relationships can be found in Appendix 1.



Country	Trade Activity	Investment Activity (FDI)	International Students	Academic Research	Visitor Numbers
USA	High	High	Medium	Medium	High
Germany	High	High	Medium	Medium	High
France	High	Medium	Medium	Medium	Medium
Ireland	Medium	Medium	Medium	Medium	High
China	High	Medium	High	N/A	High
Spain	Medium	Medium	Medium	Medium	Medium
Italy	Medium	Low	Medium	High	Medium
India	N/A	High	High	Medium	N/A
Netherlands	High	Medium	Low	Medium	Medium
Australia	Low	Low	N/A	Low	Medium
South Korea	Medium	Low	Medium	N/A	Medium
Canada	N/A	Medium	Low	N/A	Medium
Japan	N/A	Medium	N/A	N/A	N/A
Malaysia	N/A	Low	High	Medium	N/A
Poland	Medium	N/A	Low	Low	N/A
Switzerland	N/A	Medium	N/A	Low	Medium
Turkey	Medium	Medium	Low	N/A	N/A
Indonesia	N/A	N/A	Low	Low	N/A
Singapore	N/A	N/A	Low	N/A	N/A
New Zealand	Low	Low	N/A	N/A	N/A
UAE	N/A	Low	Medium	N/A	N/A
Brazil	N/A	Low	N/A	Low	N/A
Saudi Arabia	N/A	N/A	High	N/A	N/A
Nigeria	N/A	N/A	Medium	N/A	N/A

Table 8. Greater Manchester’s strongest international relationships across core priority areas



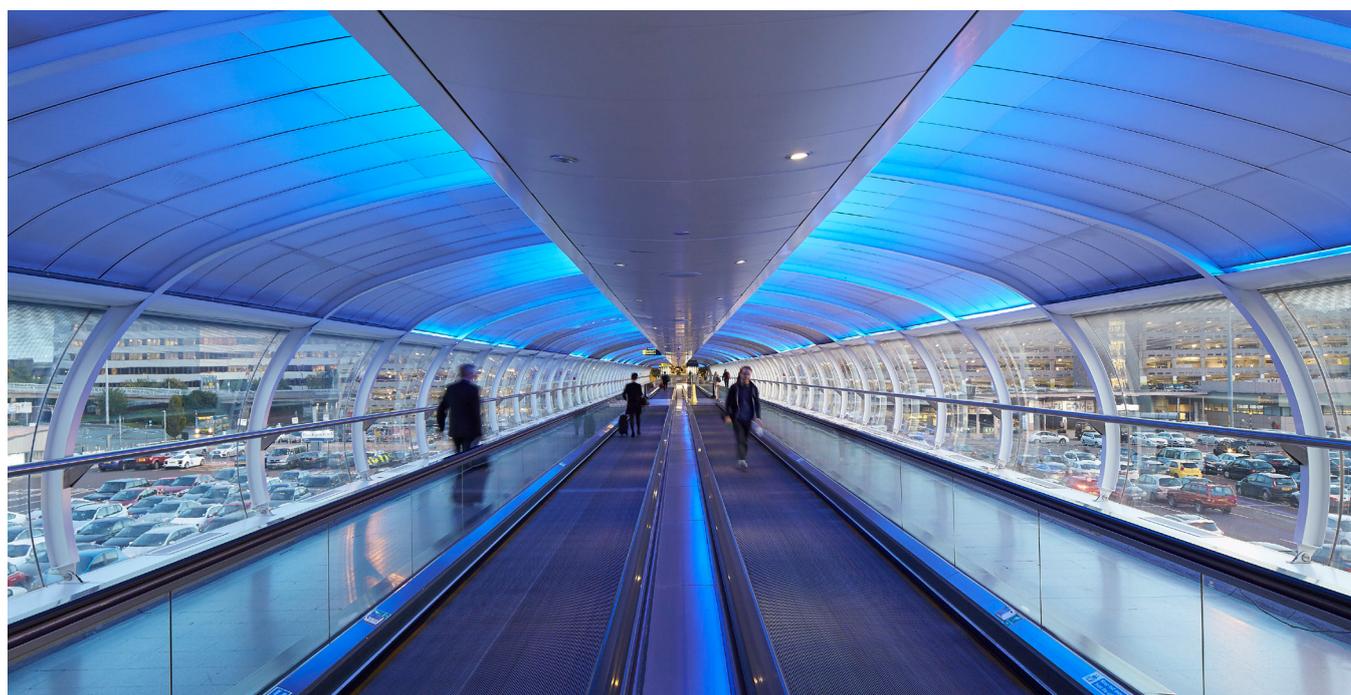
Europe, (primarily Germany, Ireland, France, the Netherlands and Spain) the US and China have remained some of Greater Manchester's closest international partners with a total trade value of over £3.4bn in 2018. At present, most of our strongest markets have a consular or trade office presence in Greater Manchester, actively engaging and working with local partners for mutual benefit.

The significant growth of Greater Manchester's relationship with China and India can be attributed to the long-term, coordinated approach the city-region has taken to developing and delivering international engagement. The Manchester China Forum (MCF) formed in 2015 and the Manchester India Partnership (MIP) in 2018, bring together the public and private sector to create a strong platform for Greater Manchester to capitalise on China and India's future growth opportunities to support the delivery of our international ambitions and economic development in the region. These special purpose vehicles have received acclaim from national government, policy makers and international partners as a highly innovative approach to driving international

engagement at a city level with this model now being replicated across other regions of the UK. In the long term, Greater Manchester is considering how similar models can be replicated for the development of future market strategies in markets such as the US and Japan.

Global Impact of COVID-19

The International Monetary Fund (IMF) anticipates a widespread global recession as a result of the COVID-19 pandemic, with the global economy predicted to contract by -3% in 2020. This includes markets such as the US shrinking by -5.9%, the EU -7.1%, ASEAN by -0.6% and previous high growth markets such as India and China growing at 1.9% and 1.2% respectively. While these growth projections are a useful tool for contextualising the broader implications of COVID-19 on the global economy, it is necessary to consider that as a global economy, many countries are still living with the virus and any future scenarios and their implications on Greater Manchester's future international opportunities are still uncertain.



Looking Forward

Traditionally Greater Manchester’s priority international markets have been identified using an evidence-based approach that analyses key markets identifying those with the strongest strategic alignment and growth opportunities. COVID-19 has necessitated a reset on how the world lives, works and engages, with international policy makers anticipating an acceleration of economic power to the East. There remains a huge amount of uncertainty and anticipated change, and we cannot only rely on past data to predict future opportunities. As clarity emerges, we must monitor the global implications of COVID-19 and new relations with the EU on our global target markets, coordinating efforts across Greater Manchester to ensure our international strategy responds accordingly.

Over the years, Greater Manchester has developed strong partnerships across the world and now boasts a robust network of both city-led and national relationships with

Europe, China, India and the United States. Given the huge amount of uncertainty at present, our immediate economic interests are best served by further strengthening and developing our strongest existing links. However, based on historical performance, new national trade policy and planned free trade agreements, Greater Manchester should also consider exploring further future opportunities with Japan, Canada, Australia and South Korea, working across these priority markets to promote trade, investment and research partnerships that bring benefits to our partners, businesses and communities.

In times of geopolitical uncertainty, Greater Manchester also recognises the important role that city-regions play in driving international collaboration locally. Looking forward Greater Manchester will continue to strengthen and develop new links with peer city-regions in our global target markets to support the delivery of our international priorities.

Greater Manchester’s Priority Markets Summary	
Prime Markets	Europe (Germany, the Netherlands, Ireland, France and Spain), the US, China and India
Opportunity Markets	Japan, South Korea, Australia and Canada



Greater Manchester Sector and Sub Sector Strengths - Target Markets																
	FDI					TRADE						ACADEMIC				
	Advanced Manufacturing					Digital and Creative			Life Science / Health Innovation			Energy / Low Carbon			Finance and Professional Services	
	Advanced and Light-weight Materials	Technical Textiles	Transport, Infrastructure and Logistics	Food and Drink	Industry 4.0	Cyber and Security	Content Creation and Media	Digital Technologies (Inc. AI and Data)	Life science	MedTech and Digital Health	Health ageing	Nuclear	Heat Networks and Smart Energy Transition	Hydrogen	FinTech	Legal and Professional Services
United States																
Germany																
France																
Spain																
Italy																
Ireland																
The Netherlands																
China																
India																

Appendix A. Global Market Analysis

Country	GDP (2)	Trade Activity (1)	Investment Activity (FDI)(1)	International Students (1)	Academic Research (1)	Visitor Numbers (1)	Ease of Doing Business (1)	Trade Negotiations (1)	Total
USA	High (2)	High (1)	High (1)	Medium (0.5)	Medium (0.5)	High (1)	High (1)	High (1)	8
Germany	High (2)	High (1)	High (1)	Medium (0.5)	Medium (0.5)	High (1)	High (1)	High (1)	8
France	High (2)	High (1)	Medium (0.5)	Medium (0.5)	Medium (0.5)	Medium (0.5)	High (1)	High (1)	7
China	High (2)	High (1)	Medium (0.5)	High (1)		High (1)	High (1)		6.5
Spain	High (2)	Medium (0.5)	Medium (0.5)	Medium (0.5)	Medium / Low (0.375)	Medium (0.5)	High (1)	High (1)	6.375
Italy	High (2)	Medium (0.5)	Low (0.25)	Medium (0.5)	High / Medium (0.625)	Medium (0.5)	Medium (0.5)	High (1)	5.875
Ireland	Medium (1)	Medium (0.5)	Medium (0.5)	Medium (0.5)	Medium / Low (0.375)	High (1)	High (1)	High (1)	5.875
India	High (2)	Low (0.25)	High (1)	High (1)	Medium (0.5)		Medium (0.5)	Medium (0.5)	5.75
Netherlands	Medium (1)	High (1)	Medium (0.5)	Low (0.25)	Medium / Low (0.375)	Medium (0.5)	High (1)	High (1)	5.625
Australia	High (2)	Low (0.25)	Low (0.25)		Low (0.125)	Medium (0.5)	High (1)	High (1)	4.875
South Korea	High (2)	Medium (0.5)	Low (0.25)	Medium (0.5)		Medium (0.5)	High (1)		4.75
Canada	High (2)		Medium (0.5)	Low (0.25)		Low (0.25)	High (1)	Medium (0.5)	4.5
Japan	High (2)		Low (0.25)				High (1)	High (1)	4.25
Malaysia	Medium (1)		Low (0.25)	High (1)	Medium (0.5)		High (1)	Medium (0.5)	4.25
Poland	Medium (1)	Medium (0.5)		Low (0.25)	Low (0.125)		High (1)	High (1)	3.875
Switzerland	Medium (1)		Medium (0.5)		Low (0.25)	Medium (0.5)	High (1)	Medium (0.5)	3.75
Turkey	Medium (1)	Medium (0.5)	Medium (0.5)	Low (0.25)			High (1)		3.25
Indonesia	High (2)			Low (0.25)	Low (0.125)		Medium (0.5)		2.875
Singapore	Medium (1)			Low (0.25)			High (1)	Medium (0.5)	2.75
New Zealand	Low (0.5)	Low (0.25)	Low (0.25)				High (1)	High (1)	2.75
United Arab Emirates	Medium (1)		Low (0.25)	Medium (0.5)			High (1)		2.75
Brazil	High (2)		Low (0.25)		Low (0.125)		Low (0.25)		2.625
Saudi Arabia	Medium (1)			High (1)			Medium (0.5)		2.5
Nigeria	Medium (1)			Medium (0.5)			Low (0.25)		1.75

Appendix B - Case Studies

Trade

Case Study - Greater Manchester Global Scale Up Programme - The Global Scale Up programme was launched in 2019 as a key action from the 2017 International Strategy to support SMEs access growth opportunities overseas. Successful applicants are given access to set of global experts, international growth tools and a peer-to-peer network of companies who have scaled their business globally. Since its establishment, the programme has supported businesses to access 33 new markets, supported an increase of £24m of revenue and enabled the establishment of two overseas offices. In Q1 of 2020, the second cohort was recruited and the team are now delivering completely digitally.

International Students

Business Growth Hub International Student Business Support Programme - Greater Manchester's international student placement programme delivered through the Business Growth Hub matches international students from across the city region's universities with our local businesses. This match provides businesses with useful language skills and cultural context for international expansion and international students with valuable work experience in the UK.

Visitor Economy

Attracting visitor spend to Greater Manchester and the North through collaborative working - Through Greater Manchester's destination marketing organisation, Marketing Manchester, the city-region has a track record of delivering collaborative tourism campaigns to drive visitor spend across Greater Manchester and the wider northern region. This collaborative working has been made possible through Marketing Manchester and Visit Britain (the national government agency responsible for the promotion of Britain as a visitor destination internationally) establishing the first non-national global partnership. In 2019, this partnership delivered joint promotional activity across the North with our key markets including China, the Gulf Cooperation Council, India, USA and Europe.

Discover England - The Discover England Fund is a Visit England initiative focused on enhancing England's attractiveness to international visitors and travel trade through developing bookable products that are attractive and taking them to market. Marketing Manchester has successfully bid for £1.7m worth of project grants, delivered directly by Marketing Manchester and benefited from association with a further 4 projects.

Greater Manchester Branding and Perception

\$1million partnership with NYC & Co - In January 2020 Marketing Manchester signed a delivery marketing organisation partnership agreement with NYC & Co. The partnership is focused on sharing insight, intelligence and connections as well as joint press, PR and media exchange which will see each partner provide assets in-kind to promote the partner city to the value of \$500,000.

City-region Diplomacy

RiConnect is an URBACT project which aims to rethink, transform and integrate mobility infrastructures in order to reconnect people, neighbourhoods, cities and natural spaces. Transport for Greater Manchester is partnering with seven cities from across Europe to develop planning strategies, processes, instruments and partnerships to foster public transport and active mobility, reduce externalities and social segregation and unlock opportunities for urban regeneration.

Research and Innovation

FoodChains 4 Europe is a European project that is investigating how regional food chains can be made more sustainable. Oldham Council and Manchester Metropolitan University have partnered with organisations from four other European regions - Flevoland (NL), Plovdiv/Sofia (BG), Emilia-Romagna (IT), and Maramures (RO) - to develop innovation that contributes to the environmental sustainability of food chains, and will work in partnership with research organisations and food sector businesses to implement beneficial changes.

Adapting European Cities to Population Ageing - The European population is ageing rapidly, and this is particularly evident in the cities. Eight cities and city regions - Amsterdam, Barcelona, Gothenburg, Hengelo, Greater Manchester, Nantes, Oslo and Zaragoza - have been working together for over a year to understand the effectiveness of policies and initiatives to develop age-friendly cities and initiatives that support "ageing in place". The project was funded by the ESPON programme.

Appendix C. Strategy Partners

Local Government

Bolton Council
Bury Council
Greater Manchester Combined Authority
Manchester City Council
Oldham Council
Rochdale Council
Salford City Council
Stockport Council
Tameside Council
Trafford Council
Wigan Council

National Government

British Council
Department for Business, Energy & Industrial Strategy
Department for International Trade
Foreign, Commonwealth and Development Office

Local Delivery Partners

Business Growth Hub
The Growth Company
Manchester China Forum
Manchester India Partnership
Marketing Manchester
MIDAS

Private Sector

Greater Manchester Chamber of Commerce
Greater Manchester Local Enterprise Partnership
Universities
The University of Bolton
The University of Manchester
Manchester Metropolitan University
The University of Salford

Other Key Stakeholders

Foreign Embassies and Consulates
Global Networks
Manchester Airport
Greater Manchester Sport and Culture Partners
Global Partner Cities and Regions

Appendix D. Evidence Base

Details of the Greater Manchester Independent Prosperity Review are available here:
<https://www.greatermanchester-ca.gov.uk/news/independent-prosperity-review/>

Details of the Manchester Independent Economic Review are available here:
<http://manchester-review.co.uk/>

Details of the Greater Manchester Local Industrial Strategy are available here:
<https://www.greatermanchester-ca.gov.uk/media/2132/gm-local-industrial-strategy-web.pdf>

Details of the Greater Manchester Audit of Productivity are available here:
https://www.greatermanchester-ca.gov.uk/media/1911/gmipr_tr_auditofproductivity.pdf

Appendix E. Global Network Connections



Eurocities is a network of large cities in Europe, established to further economic, political and social development in its member cities.



Metropolis is a global network of major cities and metropolitan areas. It serves as a hub and platform for metropolises to connect, share experiences, and work together.



EMA is an initiative creating spaces for political debate among European metropolitan authorities aimed at sharing experiences, fostering joint projects as well as positioning themselves and defending their interests in front of the European Union and states.



The Covenant on Demographic Change gathers European public authorities, at local, regional and national level, and other relevant stakeholders, committed to develop environments that support active and healthy ageing, enhance independent living and well-being of older persons, and create a society for all ages.



The Global Covenant of Mayors for Climate & Energy is an international coalition of cities and local governments with a shared long-term vision.



100 Resilient Cities, pioneered by the Rockefeller Foundation, was dedicated to helping cities around the world become more resilient to the physical, social and economic challenges of the 21st century. The initiative came to an end in 2019 but two new organisations has emerged from 100 Resilient Cities - Resilient Cities Catalyst and Global Resilient Cities Network.



The Under2 Coalition is a global community of state and regional governments committed to ambitious climate change targets.



EIP AHA Reference Sites are regions, cities, integrated hospitals or care organisations and their quadruple helix partners from industry, civil society, academia and government authorities that focus on a comprehensive, innovation-based approach to active and healthy ageing. Greater Manchester is currently a 4 star Reference Site.



The WHO Global Network for Age-friendly Cities and Communities was established in 2010 to connect cities, communities and organizations worldwide with the common vision of making their community a great place to grow old in.



The United Nations Making Cities Resilient Campaign addresses issues of local governance and urban risk. Greater Manchester's ten districts became role models of the Campaign in 2014.



The One Planet City Challenge is WWF's biennial global challenge that recognizes cities for their ambitions and innovative actions in sectors such as energy, buildings, transport, and waste, to power the global transition to a low-carbon, climate-resilient future.



The Milan Urban Food Policy Pact is a global commitment of mayors from around the world that considers food as an entry point for the sustainable development of growing cities.

Appendix F. Greater Manchester's Twinnings

Country	City/Town	Nature of relationship	GM Local Authority
France	Le Mans	Twinning	Bolton
Germany	Paderborn	Twinning	Bolton
China	Datong	Twinning	Bury
France	Tuile	Twinning	Bury
France	Angoulême	Twinning	Bury
Germany	Schorndorf	Twinning	Bury
United States	Woodbury, New Jersey	Twinning	Bury
Russia	St Petersburg	Sister City	Manchester
China	Wuhan	Sister City	Manchester
Germany	Chemnitz	Sister City	Manchester
Denmark	Aalborg and Aarhus	MoU on culture	Manchester
China	Haidian District, Beijing	Friendship agreement	Manchester
Japan	Kagoshima	Friendship agreement	Manchester
South Korea	Gumi City	Friendship agreement	Manchester
United States	Los Angeles	Friendship agreement	Manchester
Pakistan	Faisalabad	Friendship agreement	Manchester
Spain	Córdoba	Friendship agreement	Manchester
Israel	Rehovot	Friendship agreement	Manchester
Nicaragua	Bilwi	Friendship agreement	Manchester
Germany	Landsberg	Twinning	Oldham

Country	City/Town	Nature of relationship	GM Local Authority
Slovenia	Kranj	Twinning	Oldham
Germany	Geesthacht	Twinning	Oldham
France	Tourcoing	Twinning	Rochdale
Germany	Bielefeld	Twinning	Rochdale
Pakistan	Sahiwal	Twinning	Rochdale
Ukraine	Lviv	Twinning	Rochdale
France	Narbonne	Twinning	Salford
France	Clermont-Ferrand	Twinning	Salford
France	Saint-Ouen	Twinning	Salford
Germany	Lünen	Twinning	Salford
China	Chengdu, Jiuniu	Friendship Agreement	Salford
France	Béziers	Twinning	Stockport
Germany	Heilbronn	Twinning	Stockport
China	Bengbu	Twinning	Tameside
France	Armentières	Twinning	Tameside
France	Colmar	Twinning	Tameside
France	Champagnole	Twinning	Tameside
France	Chaumont	Twinning	Tameside
France	Hem	Twinning	Tameside
France	Montigny-le-Breton-neux	Twinning	Tameside
France	Villemomble	Twinning	Tameside
Germany	Kierspe	Twinning	Tameside
Germany	Ruppichteroth	Twinning	Tameside

Country	City/Town	Nature of Relationship	GM Local Authority
France	Angers	Twinning	Wigan
Spain	Barcelona	Partnership Agreement	GMCA
China	Tianjin	MoU - Partnership agreement	GMCA
China	Shenzhen	MoU - Partnership agreement specifically on smart cities	GMCA
China	Hubei Province	MoU – Collaboration agreement	GMCA
Bangladesh	Sylhet	MoU - Partnership agreement	GMCA
India	Bangalore	MoU - Partnership agreement	GMCA
Korea	Ulsan	MoU - Partnership agreement	GMCA

¹United Nations Conference On Trade and Development, Global foreign direct investment projected to plunge 40% in 2020. Available at: <https://unctad.org/en/pages/newsdetails.aspx?OriginalVersionID=2396>

²The Greater Manchester Productivity Review published, 2019. Available at: https://www.greatermanchester-ca.gov.uk/media/1911/gmipr_tr_auditofproductivity.pdf

³Management Today, 2019

⁴Marketing Manchester

⁵MIDAS

⁶HESA, Higher Education Student Statistics, UK, 2018/19. Available at: <https://www.hesa.ac.uk/news/16-01-2020/sb255-higher-education-student-statistics>

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⁹The Greater Manchester Independent Prosperity Review, 2019

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¹⁵MIDAS

¹⁶EY, EY Attractiveness Survey 2020. Available at: https://www.ey.com/en_uk/attractiveness/20/uk-attractiveness-survey

¹⁷Buck Consultants International, Which sectors will be hardest hit by COVID-19?. Available at: <https://www.williambuck.com/which-sectors-will-be-hardest-hit-by-covid-19/>

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²⁰London Economics, The costs and benefits of international students by parliamentary constituency. Available at: <https://www.hepi.ac.uk/wp-content/uploads/2018/01/Economic-benefits-of-international-students-by-constituency-Final-11-01-2018.pdf>

²¹Manchester Airports Group

²²Steer Economic Development, The China Dividend: Two Year's In- Economic Impact Study. Available at: <https://www.investinmanchester.com/dbimings/FINAL%20COPY%20The%20China%20Dividend%20-%20Two%20Years%20In-ilovepdf-compressed.pdf>

²³IMF, World Economic Outlook 2020. Available at: <https://www.imf.org/en/Publications/WEO>

