The Greater Manchester Strategy

a summary

Greater Manchester is an exciting place to live. We have the fastest growing population in the UK and the potential to achieve significant economic growth over the next few years. We have valuable assets (like the unparalleled research and development expertise of our universities and our transport network) and we need to do everything we can to make sure those assets bring economic growth to Greater Manchester, benefitting everyone who lives here. We’ve got a strong foundation to build on – even during the recession, our economy has fared better than most – but we need to take bold, collective action to help Greater Manchester reach its potential.

We face major challenges. The recession has been longer and more severe than expected. Reductions in public sector funding make the public services required by our people ever more challenging to deliver. Since the start of the recession, more people in Greater Manchester are facing unemployment, with young people particularly hard-hit. And our growing population will need to be supported in new ways as we adapt to changes in our economy, in the environment, and in the way that society operates.

We want to make Greater Manchester a distinctive place that people want to invest in, bringing economic growth, jobs and greater prosperity. To do that, we have got to put the right conditions in place: the right locations for businesses, the right transport connections, a skilled workforce and a place well-equipped to deal with a bigger population.

But we don’t have limitless resources: we must change how we do things and work in new ways so that we can compete with other cities around the world, and so that everyone who lives in Greater Manchester has the right skills and support to be part of that growth and benefit from it.

The Greater Manchester Strategy describes our ambition for our city region; by 2020 all of our residents will be able to benefit from and contribute to sustainable economic growth.

In order to achieve our vision, we have set some priorities which will help us get there by 2020. The table overleaf shows how they fit together. Some of these priorities are about making sure that we have the right conditions for growth: doing all that we can to encourage businesses to invest here and helping them to thrive when they do. Others are about changing the way that we work, using our resources in new ways to be more efficient and effective, and improve the quality of life of all our residents.

The Greater Manchester Combined Authority is the statutory body which will take responsibility for making sure that we deliver our priorities. We have partnerships and frameworks for delivery set up across Greater Manchester, and the GMCA will hold those partnerships to account, checking on progress, monitoring our performance measures and making sure that we are using our resources in the most effective and efficient way possible.
Greater Manchester Strategy

Vision

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

Outcomes

• We will secure our place as one of Europe’s premier city regions, synonymous with creativity, culture, sport and the commercial exploitation of a world class knowledge base;
• compete on the international stage for talent, investment, trade and ideas;
• be seen and experienced as a city region where all people are valued and are able to fully participate in and benefit from the city region’s success;
• be known for our good quality of life, our low carbon economy and our commitment to sustainable development;
• create a city region where every resident, neighbourhood and every borough can contribute to and benefit from our shared sustainable future;
• continue to grow into a fairer healthier, safer and more inclusive place to live, known for excellent, efficient, value for money services and transport choices;
• deliver focused and collegiate leadership of Greater Manchester based around collaboration, partnerships and a true understanding that through collective and individual leadership we are strong.

Outcomes delivered by our priority actions are underpinned by our key drivers of GROWTH and REFORM

Creating the conditions for growth

1. Diversity our economic base in response to the changing market, using evidence and working with businesses to open up land and infrastructure in locations where the markets want to go.
2. Develop a market-facing investment strategy, understanding the offer required to create investment destinations responsive to market demand & using public resources in the most effective way.
3. Create a blueprint for our town centres, applying creative approaches to redevelopment of the offer.
4. Review land supply to support growth in those locations most attractive to the market, developing spatial options which meet our evidenced future demand for housing and employment land.
5. Attract and retain talent by creating places where people want to live, through the stimulation of the housing market and delivery of a high quality residential offer.
6. Masterplan and deliver the investment necessary in the existing and critical infrastructure required to support growth.
7. Improve Greater Manchester’s connectivity locally, nationally and internationally, investing in our strategic transport network.
8. Leverage Greater Manchester’s science and technology assets, capitalising on the needs of the changing global market.
9. Strengthen the global distinctiveness and world ranking of Manchester as a place to invest, live and visit.

Business

10. Grow the business base by providing integrated and effective support through the business-led growth hub.
11. Improve the international competitiveness of Greater Manchester’s firms, developing an evidence base and exploring new partnerships.
12. Seize the economic growth potential of the global drive towards a low carbon economy and increased resource efficiency.

Worklessness and skills

13. Deliver an employer-led skills system, collaborating with employers to understand future skills needs and design programmes which match those needs.
14. Broaden the opportunities available to young people to reduce youth unemployment, providing access to the right education, training, information, advice and guidance.
15. Implement an integrated and flexible approach to the provision of employment and skills support to enable jobless residents to enter work and progress.

Reducing dependency and demand

16. Co-design with Whitehall a ‘shadow’ place settlement from April 2013 with the potential for a full settlement a year later or to coincide with the next spending review, based on the following principles:
• Taking a Greater Manchester-wide approach which clearly adds value to reform at district level, particularly to those issues identified in our Community Budget proposals to reduce current and future dependency: early years, troubled families and transforming justice.
• Reform of the health and social care system based on significantly improving outcomes from specialist acute services and delivering a substantial reduction in unplanned admissions to hospital and other care institutions.
• Deployment of common tools and techniques to support cross public service leadership at scale, including cost benefit analysis, investment agreements and data sharing.

Transformational actions to be delivered as a ‘whole system’

Growth actions underpin the successful delivery of reform actions and vice versa

High level measures

We will know we have succeeded because by 2020 Greater Manchester will have:
• Increased our share of total UK jobs so that 4.3% are located within the conurbation; increasing the number of new jobs created by more than 50%.
• Accelerated our business start up rate by more than 29% to overtake the national average; delivering around 72 business births per 10,000 people.
• Increased our growth rate to match that of the South East of England, exceeding the national average and delivering £3.7bn of additional economic output over and above existing projected growth rates.
• Increased the number of children achieving a good level of development as measured by the Early Years Foundation Stage Profile assessment by 18%, benefiting 22,000 additional children and exceeding the national average by 10%.
• Closed the gap on the percentage of our workforce educated to degree level or equivalent, meaning an additional 176,600 residents achieve degree level qualifications by 2020.
• Seen the average salary increase by more than £8,000, matching the national average and boosting earnings by £12.7bn if job targets are met.
• Reduced the number of people reliant on out-of-work benefits by 22%; narrowing the gap to the UK average by more than 50% and delivering annual savings of £0.5bn a year.
• Seen all age all cause mortality rates decrease by 18% for men and women, double the trend rate.
• Have further reduced crime and reoffending to meet the national metropolitan average, maintaining the record low level of crime.
• Seen an increase in non-car journeys to the city centre so that three quarters are made by other modes of transport, and secured improved efficiency and journey time reliability on our strategic highway network.
• Built 61,000 net new homes, tripling current levels of new-build development, and retrofitted 150,000 homes at a rate of 25,000 a year from 2015.
• Doubled the rate of reduction of our carbon emissions so that annual direct emissions are less than 11,000 kt of CO₂; 48% lower than 1990 levels.
