



Bolton
Bury

Manchester
Oldham

Rochdale
Salford

Stockport
Tameside

Trafford
Wigan

A thriving city
region where
everyone can
live a good life.

together
we are

**GREATER
MANCHESTER**

Our collective vision for Greater Manchester's next decade.

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Foreword



Greater Manchester has come a very long way in our first decade of devolution, becoming the UK's centre for growth, positive change and new ideas.

Such has been our progress that, today, I truly believe we stand on the cusp of what I believe could be our best decade since the Victorian period.

The transformed skyline of the city tells a remarkable story of huge economic growth – but also major societal change. Gone are the days when young people here had to go south to get on in life, as happened to me in the early 1990s. Today's generation of Greater Mancunians are growing up in a city region full of opportunity in a way we simply could not have imagined 30 years ago. If we can open doors for them to those life chances, that is how we make Greater Manchester's next decade better than any we have seen before.

So this is the defining challenge I am setting myself and the wider Greater Manchester system in this new strategy: to make sure every person and every place feels the benefits of the growth we have managed to achieve.

Here, we have never believed in a “trickle-down” model of growth – that if a few people and places do well then, somehow, it will automatically benefit everyone else. We know we will only change the fortunes of all our people and places if we are prepared to intervene and fix things national politics has long neglected.

So, now, such is our confidence in our ability to use our devolved powers, we are ready to forge our own solutions.

For instance, for all of our young people to fulfil their potential, we must develop an education system which balances a focus on the university route with strong technical paths into the many good jobs we have. For all of our families to have a platform for success, we must release them from the grip of the housing crisis and work toward a good, secure home for everyone. For all our places to turn things around, we need to free them from the local government funding crisis and find new ways of delivering a refreshed vision for our proud towns.

This new Greater Manchester Strategy sets out how we propose to achieve these things. It signals a decisive break with Whitehall business-as-usual and puts forward a new model for running a successful city region like ours.

At its heart are two key strands: a Growth Plan and a People Plan.

The Growth Plan will take all the learning from our last decade of growth and apply it to our 10 boroughs, giving each a guarantee that they will see more evidence of real change by the end of the decade. The People Plan will seek to remove the barriers in front of our residents, allowing them to make the most of the opportunities opened up by continued growth.

The time has come to move away from an old model of public services that waits until people are in crisis before providing support. The Greater Manchester model is much more preventative, focusing on the foundations of life and working relentlessly to fix them.

We don't just want our residents to have a good home; we want them to feel safe when they are inside it and when they leave. As they step out, we want them to have good mobility and low-fare public transport connecting them to opportunities to train and work. Beyond all that, we want everyone to live well by being able to access simple, practical everyday support to help them deal with the inevitable stresses and strains of life.

This is our vision for Greater Manchester: 2025 to 2035. We are confident we can achieve it. It is why we put ourselves forward to the Government to become the UK's first Prevention Demonstrator and, having achieved it, are ready to rise to the challenge it brings.

It's an ambitious vision, yes, and of course will require ongoing backing from successive governments. But what gives me belief is what I have learned during my first eight years.

What is truly unique about our city region is the level of pride people feel in it and the extent to which they are prepared to step forward and play their part in securing its success. The bee is our symbol for a reason: it reflects a deep belief in teamwork and collaboration; that no one here is more important than anyone else; and that every single person and organisation has a contribution to make.

This philosophy is what creates the awesome power of Greater Manchester. When we all face in the same direction, and pull together, there is nothing we can't achieve. I have tried to be true to it throughout my time as Mayor and I am doubling down on it now as we go forward from here.

If everyone buys in together to this new vision, I believe something special will happen: we will be true to the innovative spirit of our predecessors – and to our past as a place where Britain's future is repeatedly formed.

Rt Hon Andy Burnham
Mayor of Greater Manchester

1. Our story so far – progress through partnership

We are a city region with a global reach. At our heart is a vibrant central city, surrounded by unique places which together are home to nearly three million people.

We represent the diverse people, communities, businesses, and organisations of Greater Manchester. We've forged a partnership that's stronger than the sum of its parts, spanning the public, private, voluntary, community, faith, social enterprise and academic sectors. In the decade since devolution, we've become the UK's fastest growing economy, with productivity growth outpacing the national average and more foreign direct investment than any region outside London. We've achieved this while staying true to our values, because this is a place where people matter.

We're ready to do even more in the next decade to support those who live, work, visit or invest in our city region to ensure that everyone and every place can feel the benefit of economic growth. This includes building a platform for success for our children and young people – focussing not only on a great start in life and an education system which works for everyone, but also their overall wellbeing and ensuring their voices shape our plans.

Our uniquely mature devolved system gets everyone pulling together for the common good – from councils, police, probation and the wider criminal justice system, fire, transport and the NHS, to businesses and their networks, universities, schools and colleges, co-operatives, trade unions, charities, social enterprises and voluntary, community and faith-based organisations.

The Greater Manchester Integrated Care Partnership connects local councils and NHS services with all the organisations that provide health and social care in our city region so they can team up when and where people most need support.

Together we have become the UK's fastest growing economy



Our ten councils have long worked together, starting in 1986 with the creation of the Association of Greater Manchester Authorities, putting place over politics to deliver for all ten parts of Greater Manchester: Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan. In 2011 we created the UK’s first combined authority, Greater Manchester Combined Authority (known as GMCA) – taking a significant step towards the devolution of powers from central to local government. Led by an elected Mayor since 2017, GMCA helps councils to be even more ambitious for the city region, taking collective decisions across boundaries, planning for the future and finding new ways to deliver services.

This joined-up, whole system approach builds on networks of collaboration honed over decades, uniting partners with distinct identities around a clear shared purpose. We’re interconnected and interdependent, relying on each other for collective success. By supporting each other and pooling our skills, insights, resources and knowledge, we’ve become flexible, adaptable, resilient and successful.

In an increasingly turbulent world, the Greater Manchester system provides stability and strong, inclusive leadership – solid foundations from which we can continue to innovate and grow.

Our hyper-collaborative approach has put Greater Manchester at the forefront of progress. We’re home to leading universities and research institutions. The University of Manchester, a global Top 50 university known as the birthplace of the revolutionary 2D material graphene and the modern computer, and is ranked first in the UK for the quality of its research.

Our universities are vital regional economic and innovation assets, employing thousands of people and creating ideas that kickstart the industries of the future and improve the lives of residents. They’ve made us a magnet for global talent, with a student population of more than 125,000. They provide employers with a steady pipeline of highly skilled staff and have fostered a vibrant start-up scene, helping businesses to spin out and scale up and attracting inward investment to our city region.

**Together we have
created a digital
sector employing
over 85,000 people**

Agatha: Oldham

“This is a place full of opportunities to grow, and build a community together.”

The University of Salford is in the top five in England for social mobility, with 93% of students going into employment, and Manchester Metropolitan University is the leading provider of degree apprenticeships in the UK.

We're a leader in Life Sciences and Health Innovation with the largest concentration of research excellence outside the Golden Triangle,

Greater Manchester has a demand driven tech investment pipeline of over £1 billion

alongside pioneering NHS Trusts including The Christie – the largest single-site cancer centre in Europe. We're an international centre for business finance and professional services and have a strong digital sector, with over 85,000 people working for 10,000 digital companies. We also have internationally recognised strengths in low carbon and net zero technology, advanced materials and manufacturing.

We have the largest tech cluster outside London and this is underpinned by massive infrastructure investment. In 2023, over 70,000 data and technology roles were advertised in Greater Manchester – more than any other type of role. The city region already has 28 data centres and an investment pipeline above £1 billion which is demand driven – Manchester hosts the UK's second largest internet exchange.

Greater Manchester has long been the beating heart of the UK's creative industries, famous for our music, art, comedy, theatre and television production – from Oasis, Coronation Street, Steve Coogan and the Halle Orchestra to Alma's Not Normal, rapper Aitch, Hacker T Dog, Factory International and, in 2026 and 2027 – their 50th anniversary year – the Brit Awards at Co-op Live. Salford's Media City has made us an international centre for the creative, digital and media industries, with the BBC, ITV and a cluster of independent producers forming the UK's biggest multiplatform production base outside London. It's a hothouse for local talent and gets our people and places in front of global audiences – from Stockport and Bolton's starring roles in *Peaky Blinders* to Castlefield's cameos in Harlan Coben's Netflix hits.

We're a sporting capital – with two Premier League football clubs, rugby league and rugby union and cricket at Old Trafford. We're a cultural hotspot too, home to the biennial Manchester International Festival; top producing theatres like the Royal Exchange, the Bolton Octagon and the Oldham Coliseum; museums and galleries including 2025's European Museum of the Year, Manchester Museum; modern performance spaces and live music venues. And the English National Opera is moving its base to the city region.

We have the biggest Chinatown in the UK outside London, a much-loved and ever evolving 'Curry Mile', Altrincham and Bury markets, a food and drink festival in Bolton which attracts 500,000 visitors, and a huge range of unique restaurants serving up dishes that reflect our diversity – from spätzle and fufu to bagels and bao buns. These all add to our nighttime economy, alongside bars and clubs and an historic gay village and drag scene.

As one of Europe's top visitor economies, named by the New York Times as a 'must visit' destination, we are globally connected through Manchester Airport, which offers flights to 196 destinations via 49 airlines. It is the only airport outside London with two full-length runways and has recently completed a £1.3 billion transformation, providing world-class facilities. This strong visitor economy has helped attract investment, making us a place people want to move to and where businesses want to set up shop. In the past three years, 10,000 Londoners have relocated to Greater Manchester.

The Government is moving thousands of civil service jobs here to a Digital and AI Innovation Campus, complementing the departments which already have offices here. And FTSE 100 firms like Auto Trader Group, BT Group and JD Sports Fashion have built bases here alongside companies like BNY Mellon, Siemens and the Co-operative Group. We even have two unicorns in Matillion and Castore, privately held start-ups worth more than \$1billion each.

We're pioneers of public transport – the first region in 40 years to bring buses back under local control through our Bee Network, making our public transport system greener and more integrated, affordable and reliable. Our distinctive yellow buses have become a much-loved feature of our landscape alongside our trams and our active travel network, which makes it easier to walk, wheel and cycle across the city region.

In Greater Manchester, economic and social progress have always gone hand in hand. We're the birthplace of the Industrial Revolution, but also of trade unions, cooperatives and suffragettes. People powered movements are part of our history and will be the making of our future. We have more than 17,000 voluntary, community, faith and social enterprise organisations fostering hope, connection and resilience in our communities, providing the everyday support which keeps people healthy and happy.



The Bee Network – life-changing journeys

Harvey is a 19-year-old apprentice who has been building Bee Network buses at the Mellor bus factory in Rochdale. Harvey’s role has been created thanks to Bee Network bus orders, with the new fleet designed to serve smaller local estates in Rochdale and south Manchester.

Harvey is now equipped with skills for a career in the vehicle industry, and takes pride in making something that benefits the local community. These smaller buses are relied on by many Rochdale residents, including many older people.

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There is a longstanding Accord between the sector, GMCA and NHS Greater Manchester. We recognise the complex intersections which impact people, and are handing over power, funding and investment so we can grow resilience and agency – in communities and individuals – helping shift power and wealth towards those who currently have little of either.

We’re proudly international. Two hundred languages are spoken here and half of adults in Greater

Together we started the Industrial Revolution, the union movement and so much more

Manchester are bilingual. Our rapidly growing older population is becoming more diverse in terms of ethnicity,

sexuality and gender identification and we were recognised by the World Health Organisation as the UK’s first age-friendly city region and an international centre of excellence for ageing well. We also have the UK’s fastest-growing youth population – the number of 18-year-olds has grown at double the national rate.

This is a place where, whatever your ethnic, religious, sexual or gender identity, and whatever your age or social ‘class’, you can feel at home, respected, safe and welcomed. A key factor in our success is that we have always known we are stronger together.

We stand up to racism and discrimination in all its forms. When others have sought to divide us, our diverse neighbourhoods have stayed strong, thanks to relationships and bonds of friendship forged over many years, through local services and voluntary, faith and community connections.

As trailblazers of English devolution over many years, we’ve become a nucleus of policy innovation, building on our rich history as a place that spearheads positive change. Devolution has turbocharged the Greater Manchester tradition of doing things differently. It’s given us the freedom to develop innovative place-based policies – from bringing buses back under local control to improving access to technical education – and it’s helped us to develop our own unique ways of working, rooted in the values of our city region and our long history of collaboration and co-operation.

Greater Manchester Combined Authority (GMCA) is the anchor institution of our devolved system. As England’s first combined authority, it’s carved out a new way of doing government, which is distinct from the Whitehall model, and is known for reimagining how public services are designed and delivered. In 2022, a Local Government Association (LGA) Peer Review panel described the GMCA as “the undisputed pioneers of English devolution”. It has convinced successive governments to hand Greater Manchester new powers and funding through deeper devolution deals.

In April 2025, we received our first Integrated Settlement from the Government as part of our latest devolution deal. This gives us greater flexibility over how we spend £630 million of our £3 billion budget on areas including housing, transport and skills. In the past, funding would be provided for specific policies or projects but now we can move it between these areas more easily to pioneer new ways of delivering services. As a result, we're well positioned to open a new, unifying path addressing the challenges we face as a country.

And there is more to come:

- We will be looking to extend the Bee Network further by bringing eight rail lines into the network. This is in addition to a new and expanded role for the Mayor in designing and managing the rail system in Greater Manchester and giving overall greater control for the city region over transport.
- Building on the success of the Stockport Mayoral Development Corporation, we are aiming to pilot a new approach to releasing public sector land around existing transport infrastructure to support our shared housing ambitions.

- In June 2025, the Government committed to further funding for innovation through the Local Innovation Partnership Fund, which builds on the successes of, and learns the lessons from, the Innovation Accelerator Pilot Programme.
- We are looking to become a national Prevention Demonstrator, giving us more control and flexibility to deliver a new approach to public services that focusses on preventing ill health and worklessness. This will be supported by having greater control over employment support.
- Building on the development of the MBacc and success in increasing T-levels, we are looking to expand our role in technical education, including delivering the Government's construction package and boosting construction skills. This will help support our Growth Pipeline as we seek to build more affordable homes for our residents.

Our story so far shows that when we come together as strong and capable partners, united around a clear shared vision, we can deliver transformative change. Today we have the most aligned, integrated and progressive partnerships in the country, giving us the assets, skills and solutions to achieve our ambitions. We're skilled in breaking down traditional silos and finding place-based solutions, tailored to local needs, with the humility to re-imagine and the confidence to secure and implement the changes needed for the next generation.

We continue to navigate longstanding challenges, particularly around infrastructure, inequity, adapting to a digitally enabled world and, of course, the climate emergency, but our approach and track record has inspired confidence from successive Governments and investors.

We are now on our seventh formal devolution deal in just over a decade, with each transferring new powers and funding from

Whitehall to local decision-makers. With further support from the government, we can

kickstart a new decade of progress that benefits all our places and all our people, whatever their race, religion, social class and sexual or gender identity, making Greater Manchester one of the best places in the world to grow up, get on and grow older.

Today we have the most aligned, integrated and progressive partnerships in the country



2. Our track record of delivery

Our hyper-collaborative approach and proven track record has inspired confidence in Greater Manchester to deliver.

Economy

Together we have helped Greater Manchester become the fastest growing local economy in the UK



- Our share of the UK economy increased from 3.6% in 2015 to 4.1% in 2023.
- The fastest growing local economy in the UK from 2015 to 2023, with average growth at double the UK rate (3.1% compared to 1.5%). In 2023, for the first time, the total value was more than £100 billion.
- There are more new businesses per person here than in any region outside London and the South East.
- 449 international investment deals were made in Greater Manchester from 2014 to 2023, more than any other UK regional city.
- 75% of businesses helped by Business Growth Hub said the support improved their productivity.
- 20% of businesses helped by Business Growth Hub started new inclusive practices; 40% are in our more deprived areas.
- 20% of Business Growth Hub clients are non-white, 7% have disabilities, 26% are 50+ years old, and 44% are women.
- Companies based here have collectively raised over £1.8 billion in venture capital funding in the five years leading up to 2023.

- We have the largest AI cluster in the country with 13,500 employed by 250 companies and Manchester and Salford are the first and third most AI-ready cities in the UK outside London.



- Manchester tech companies raised a record £532 million in funding in 2022, a 50% increase from 2021. This is more than the amount raised by tech companies in many major European cities including Rome, Brussels, Warsaw, and Lisbon.

- We have the fastest growing digital and tech hub in the UK, the largest life sciences employment base outside London and the largest low carbon sector outside London and the South East.

Together Greater Manchester companies raised over £1.8 billion in venture capital funding in the five years to 2023

- Over £475 million has been invested in commercial projects, creating nearly 500,000 square metres of development which meet higher standards of sustainability and redeveloping nearly 1.5 million square metres of brownfield land.
- A £10 million fund to support advanced manufacturing and materials sector has committed £2.85 million since July 2024.

- Between 2018 and 2023, our visitor economy grew by £3.7 billion, added 22,000 jobs and increased overnight stays by 700,000.

Transport

Together we are delivering a transport system for a global city region

- All of our 1,600 buses on 577 routes are now under local control, accounting for over 160 million trips per year.
- Nearly 300 zero emission buses are now operating on these routes.
- Bus passenger numbers are rising, with 14% growth year-on-year in the first franchising area; 45.6 million tram trips were made in 2024.



- 130km of new Bee Network-standard walking, wheeling, and cycling routes delivered; over 1 million rides on Starling Bank Bikes cycle hire scheme.
- Bus and tram services are fully integrated with Tap & Go used more than 4 million times in the first few months, and daily and weekly capped fares.
- 113 TravelSafe Support & Enforcement Officers and 53 police officers introduced on the transport network.
- More than 50,000 young people using Our Pass as of January 2025.
- Award-winning Stockport Interchange opened in March 2024, driving regeneration.

Jobs & skills

Together we are improving the prospects of residents across the city region

- 375 T-level placements created and an above average 94% pass rate.
- 14,000 young people attended 'Meet Your Future' career events; 125,000 used GMACS careers website; 150,000 had virtual work experience.
- 6,549 young people accessing Beeline service.
- 8,746 young people helped with NEET provision since 2021.
- 110,000 residents supported to find employment since 2017, with more than 30,000 progressing into work through our Working Well programmes.
- 362,000 residents accessed adult education courses since 2019; 1,100 advanced careers through Skills Bootcamps.
- 3,800 small businesses have been supported to upskill staff.
- 1,500 employers have signed up to the Good Employment Charter.



Homes

We are busy increasing the region's housing stock



- 85,000 new homes have been built since 2016, including 15,000 affordable homes; 2,617 affordable homes were built in 2023 and nearly 400 social rented homes built per year for the last three years, compared to only nine in 2016–17
- Over 10,000 homes built per year since 2017–18, compared to 6,000 per year in the ten years before.
- The Greater Manchester Housing Fund started with £300 million in 2015 and a target of delivering 10,000 new homes; funding has been recycled over two times since then supporting the development of 11,000 new homes.
- The Brownfield Housing Fund is forecast to deliver more than 19,000 new homes by March 2026, with 11,000 being affordable. Since 2020, £228 million has been deployed into 176 housing projects on derelict land, creating 14,263 new homes, of which 3,389 have been completed and 6,126 will be affordable.
- £123 million has been invested in retrofitting nearly 10,000 homes, with energy efficiency advice provided to over 33,000 residents.
- Launched Greater Manchester's Good Landlord Charter to improve rental standards for private and social tenants.



Safe & strong communities

We are improving how our emergency services serve the people of Greater Manchester

- Greater Manchester Police and Greater Manchester Fire and Rescue Service are the most improved police and fire services in the country.
- Neighbourhood crime fell by 17% in 2024 compared to 2023 and there are named officers in every ward.
- Violent crime was down 7% in 2024.
- Hospital admission rates for knife related/sharp object injuries were down 11% in the year ending September 2024, and down 30% since 2019.
- We were the first place in the country to launch a plan to tackle gender-based violence. In 2023–24, GMP solved 42% more rape offences. Domestic violence is down by 11%.
- GMP's Operation Vulcan won the Goldstein International Problem-Solving Award due to its success in tackling counterfeit goods and associated criminality in Cheetham Hill. Operation Vulcan has been rolled out to Piccadilly Gardens, Piccadilly Train Station, the Trafford Centre, Bolton and Derker in Oldham.



Live well

By improving health and support services we are bucking national trends

- Life expectancy increased in disadvantaged areas, bucking national trend.
- King’s Fund 2024 report praised us as the “poster child for devolution and population health”.
- 44% reduction in rough sleeping since 2017.



- Smoking rates cut by more than the national average.
- More families involved in early education support than the national average.

- Eight in ten 14 to 15-year-olds and around three quarters of all residents surveyed are hopeful for the future. Three quarters of residents are satisfied with their neighbourhood as a place to live.

Three quarters of Greater Manchester residents surveyed are hopeful for the future.

Digital

We’re busy connecting our city region to prepare it for a digital future

- 92.4% of our city region is covered by gigabit broadband; the national average is 84%.
- Over 95,000 children’s Ages and Stages Questionnaire (ASQ) development assessments have been made through a new app.
- Over 62,000 people have been helped to get online with free data SIMs since 2023, through more than 320 Greater Manchester Databanks.



- 2,700km of fibre connecting over 1,500 public sector sites, transforming connectivity speeds to schools, libraries, fire stations, etc.; £3.6 million in social value has been generated.

- Our Care Record has been accessed by over 21,000 medical staff monthly; 280,000 patient records are accessed each month.

A more equal future

Our actions mean a fairer future for all our city region residents

- Our Race Equity Framework is strengthening leadership and accountability.
- Recommendations from Independent Inequalities Commission since 2020 shape our work.
- Greater Manchester VCFSE Accord signed in 2021 to tackle inequalities collaboratively.
- Faith, Belief and Interfaith Covenant endorsed to strengthen engagement with Faith and Belief communities.
- Lived experience embedded in policy making through Equality Panels and other boards.



A greener tomorrow

By acting today we are building a sustainable future for all

- £120 million invested in retrofitting 225 schools, leisure centres, and public buildings.
- Over 570,000 trees planted in the last five years; over 100 local green spaces improved or created.
- Four bus depots electrified since buses were brought under local control; 17% of the fleet is now zero emission.
- Places for Everyone supports our ambition to be carbon neutral by 2038.
- Our recycling rate of 50.1% is above the national average of 44%.
- 99.3% of household waste diverted from landfill.



The Renew Hub has repurposed over 400,000 household items, raising over £1.93 million for good causes since 2021

3. Our vision for the next decade

Our collective vision for the next decade is a thriving city region where everyone can live a good life.



Greater Manchester is only successful if every part of our city region is successful.

With all partners working together, we have a once in a generation opportunity to tackle spatial, demographic and socio-economic inequalities, and create opportunities for everyone of every age and place to live well. Growing the support, control, connections and resources people need to lead a healthy, happy life, fulfilling their potential and sharing in success. This means public services working in a very different way – led by communities and supported by enabling systems.

At the same time, we can lay the foundations for even more businesses to set up here and for existing ones to succeed, attracting and retaining the world’s top talent thanks to our reputation as a place of social, cultural and economic prosperity – and nurturing home-grown talent too.

By creating the conditions for people and businesses to succeed, we can unlock a new form of economic growth where no one is left behind. Growth in Greater Manchester is not an end in itself – it’s a way of improving lives by creating new opportunities and broadening access to them. An even stronger, more productive Greater Manchester economy will generate new jobs with higher wages, reducing poverty, ill health and unemployment, boosting wellbeing and life expectancy and raising living standards for all.

We’ll achieve our vision by always focussing on two interlocking areas: growing our economy and making sure all our people can live well.

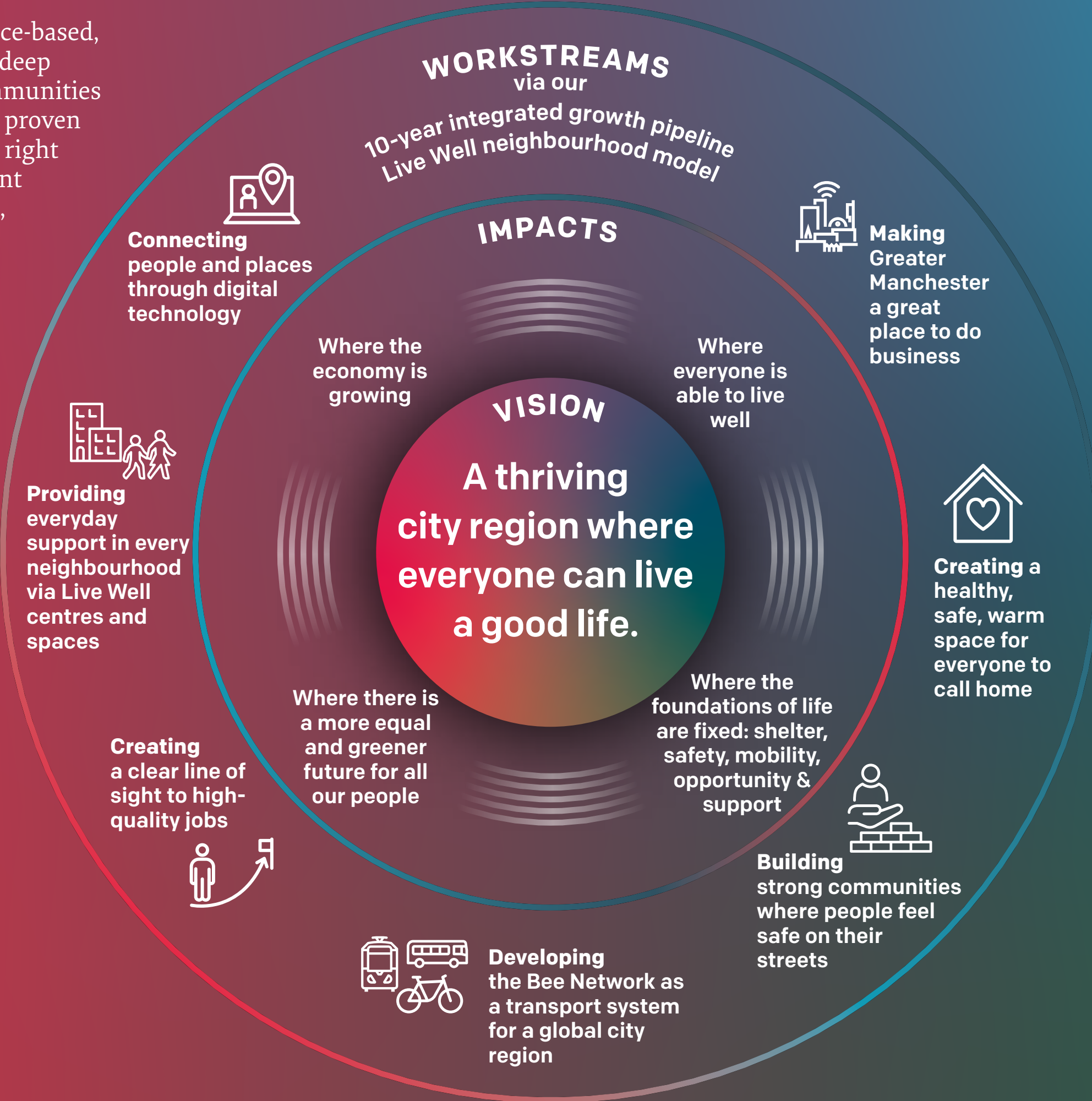
Greater Manchester’s trajectory as the fastest growing economy in the UK has been boosted by the growth of new industries, innovation and spin-outs from our universities, the resilience of our manufacturers, and the city region’s status as an international hub for business and financial services. A ten-year pipeline of specific projects in Growth Locations will continue to advance new industry and help spread prosperity across the city region. And we’ll work with businesses to ensure they have the right support to flourish – from fixing skills gaps to funding to drive innovation and productivity.

At the same time we will invest in people, creating the right conditions for everyone to live happier, healthier lives and access the opportunities that come from growth, providing support where it’s needed. We’ll do this in a way that

increases community wealth, shifting power and resources to trusted social, civic and community organisations. They will work as equal partners alongside our public sector with dedicated funding and an investment strategy that recognises the foundational benefits of social, civic and community organisations that provide everyday support and foster hope, connection and resilience.

Our trajectory as the fastest growing economy in the UK has been boosted by the growth of new industries

Our strategy is evidence-based, informed by data and deep knowledge of our communities and underpinned by a proven track record. With the right backing and investment from the Government, we can get building, moving and working together to deliver for every place and everyone in Greater Manchester.



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Growing our economy

Greater Manchester's Integrated Pipeline is central to our growth plan. It will lock in growth for the next decade by pioneering a new way of delivering regeneration, building on a scale and at a pace not seen before this century. It will build on decades of successful public-private partnership to create nationally significant and globally connected economic clusters, supported by transport links, in growth sectors like Life Sciences and Health Innovation; Advanced Manufacturing; Digital, AI and Cyber; Creative and Media; Low Carbon; Financial Services and Business and Professional Services. The pipeline will provide the facilities for our businesses to grow, as they use the world-class research and development from our universities to invent new products and services, access new markets and create jobs.

The Integrated Pipeline will deliver game-changing innovation districts, manufacturing sites and hubs for entrepreneurship, creating tens of thousands of new jobs and millions of square feet in research and development assets and industrial and commercial space. It will also provide new neighbourhoods, with thousands of new homes, built around major employment sites so our residents can easily access the opportunities they present. The pipeline will target investment at six Growth Locations, increasing our economic output as a city region and helping to spread the benefits across Greater Manchester by creating new centres of growth.

Our public sector will act as an enabler, attracting billions of pounds of investment, unlocking land and paving the way for the private sector to deliver. Through our nationally-leading Business Growth Hub, we'll make sure our businesses can embrace the opportunities our Growth

Locations will present – from help to adopt new technology, grow their operations and access new

markets – to a strong research and development ecosystem underpinned by our universities and targeted funding to drive innovation and increase productivity in growth sectors and the foundational economy.

By sequencing development, our integrated growth pipeline will ensure supporting infrastructure and public services are lined up to create thriving, safe, well-connected communities – from green spaces for wellbeing and climate resilience to great transport links via the Bee Network and energy-efficient technology to help us meet our net zero goals.

Together we can unlock a new form of economic growth where no one is left behind

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Stockport Reborn – a town centre transformed

Katie is Stockport born and bred. Now a partner at local law firm SAS Daniels, when she was younger she saw businesses start to close, investment fading and people leaving. Now, she sees a town reborn and thriving, with a Mayoral Development Corporation which has given the town and its leaders more powers to bring about change.

This means people are moving into brand new town centre apartments thanks to a strong sense of community and strong transport links as well as seeing businesses, including in the fintech sector, choose the town.

Making sure our people can live well

We're pioneering a new way of enabling people to live well, shifting spending and effort from crisis to prevention and creating the conditions for people to thrive, whatever their age and wherever they live. The best of public services and social, civic and community organisations will work together at a very local level, embedding everyday support in every neighbourhood to create health and wellbeing and give the next generation the best start in life.

We'll show how early investment in people and the foundations that support them – from good homes and work to policing and criminal justice, safe and welcoming neighbourhoods to affordable public transport, safe spaces for young people and community spaces to access to nature – improve outcomes for our people, tackles longstanding health, social and economic inequalities and reduces pressure on public services.

The state's current systems of support can feel remote and disjointed, unable to tackle the root causes of problems or provide tailored help and advice. For years, our voluntary, community, faith and social enterprise sector has plugged the gaps in our welfare state, fostering hope, connection and resilience in our communities. We will properly recognise the vital role social, civic and community institutions play in supporting our people day to day by handing over power, funding and investment, so they have the resources they need to continue what they do so well.



A place to call my own – how responsible regeneration is helping foster real communities

For a long time, finding a place to call home seemed out of reach for Toby. He'd suffered life-changing injuries while working as a carer and spent years either sofa-surfing or living in temporary accommodation.

Toby's life changed for the better when he was offered a new, adapted apartment by Irwell Valley Homes, a not-for-profit housing association providing affordable homes in Greater Manchester. Their regeneration of the Sale West estate in Trafford is a shining example of responsible placemaking that not only responds to the needs of its residents, but fosters a genuine sense of community pride.

This new model will support people in a way that strengthens our social fabric and invests in a sector that is vital to our collective success. Instead of public money going to large, and often remote, companies who have a duty to maximise shareholder profit, it will be invested in the local organisations whose work and people are known and trusted in our communities, strengthening and accelerating their positive impact.

Community led and supported by public services, our approach will feel hopeful, collaborative and creative, with trust, local leadership and community power coming together to create meaningful change. It will grow resilience and agency – in communities and individuals – and help shift power and wealth towards those communities who currently have little of either.

Together we will create clearer, more inclusive pathways into high-quality existing and new jobs – particularly for young people – by building confidence, skills, and opportunities. This will expand the workforce, helping successful and inclusive employers increase their productivity and profits as good working conditions allow more people to contribute to, and benefit from, a stronger and more equitable economy.

Our people plan will help us to deliver on the priorities set out in the Greater Manchester Integrated Care Partnership Strategy. Instead of waiting for people to fall into crisis or for existing problems to escalate, we will be proactive, investing in prevention, early intervention and community-led health, care and support.

By supporting people to live well, we will achieve the virtuous circle which Lord Darzi described in his review of the NHS. Improving health and wellbeing reduces pressure on acute and crisis services and helps more people into good work, which research shows improves people’s physical and mental health.

Getting more people into good work will also grow our economy, raising taxes to fund vital public services such as those provided by our councils and the NHS.

**Our approach
will feel hopeful,
collaborative and
creative**

**Fixing the foundations
of life and creating a
greener, more equal
future**

Our plans for growth and our people are underpinned by seven workstreams which are designed to fix the five foundations of life: shelter, safety, mobility, opportunity and support. Each and every one will be delivered in a way that ensures a greener, more equal future for all.

To create a thriving city region where everyone can live a good life, we will focus on:

- Healthy homes for all
- Safe and strong communities
- A transport system for a global city region
- A clear line of sight to high quality jobs
- Everyday support in every neighbourhood
- A great place to do business
- Digitally connected places and people



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4.
What it will feel
like in a thriving
city region where
everyone can live
a good life

People of all ages will have the foundations for a good life – shelter, safety, mobility, opportunity and support.



This will see everyone living in a good home on a safe street in a clean and green, respectful and welcoming community; children starting school ready and able to learn and thrive; young people feeling a greater sense of wellbeing and hope for the future; our older generation supported to age well. Everyone will be able to travel around our city region on safe, affordable, accessible and reliable public transport; to access opportunities, on and offline; and to get on in life, with equal access to academic and technical education.

They will feel well enough to get and hold down a good job with a decent income; in control of their own life and with a say and a stake in their place's future; and included, valued and lifted up, with power and decision making closer to communities and better community representation in positions of power.

Our employers will have the support and infrastructure they need to develop, grow and innovate, able to find and develop skilled and talented workers from all areas of our city region and attract customers and investment, increasing exports and productivity and boosting Greater Manchester's contribution to UK GDP.

Our voluntary, community, faith and social enterprise sector will be recognised for their foundational role in people's day to day lives, with funding of those social, civic, faith and community organisations as part of our collective commitment to enabling everyone to live well.

Our places will be lifted up – from the neighbourhoods where people live, learn, work, play and socialise, to the towns and city centres and across Greater Manchester as a city region. People will want to visit and put down roots here, attracted by the opportunities, energy, vibrancy, history, culture and character of our places.

Our organisations across all sectors which support people to be fit for a long-term future, will be able to do their jobs to help people, places and businesses thrive.

For example, investing in new homes will relieve the pressure councils face to find temporary accommodation; funding for police and fire services will allow them to keep people and communities safe and play a part in protecting business and enabling them to thrive; support for schools will allow our teachers and young people to fulfil their potential.

Nationally, we'll help to open the way for others, testing out fundamental changes to the way public services and communities collaborate to address some of the biggest challenges of our time.

We will see everyone living in a good home on a safe street in a welcoming community

What difference will people feel?

A healthy home for all:



Everyone will live in a good, warm, safe place they can call home. We will have built new homes and improved existing ones, driven up standards for renters, reduced

the number of people living in temporary accommodation, and ensured residents have the support they need to access, improve and retain a decent, affordable home.

Safe and strong communities:



Our streets and public transport system will be safe and clean, in peaceful, integrated and welcoming communities. We'll have a consistently high performing police and fire service, with clear responses

to 'real world' and online risks and opportunities as they emerge. Together we'll create the conditions for everyone in Greater Manchester to feel secure and confident going about their daily lives.

A transport system for a global city region:



The Bee Network will connect people to jobs, education and leisure opportunities like never before. With better, safer, easier and more affordable connections – all under one Bee Network brand – public transport will be the first choice

for getting around our city region. Whether walking, wheeling or cycling to catch the bus, tram or train, our world class public transport and active travel system will be fully integrated, providing seamless door-to-door journeys.

A clear line of sight to high-quality jobs:



Greater Manchester will be the UK's leading engine of social mobility. All young people will have a clear path towards a good job in our growing economy. A transformed technical education system via the MBacc will give

young people a clear line of sight to high-quality jobs in sectors that are growing in Greater Manchester, as well as increased access to essential life and work skills, growing their sense of hope and optimism for the future.

Everyday support in every neighbourhood:



A network of welcoming and empowering Live Well centres, community spaces and support offers will provide everyday support in every neighbourhood around jobs, health, housing, debt,

This will bring together the best of our public services and voluntary, community, faith and social enterprise groups, with dedicated funding and an investment strategy that recognises the foundational benefits of those social, civic and community organisations that foster hope, connection and resilience.

We will create the conditions for people to thrive

food, family and social support and connection. Spaces will be developed for communities of identity and experience too, for example providing young people with a safe space in their community and a trusted adult to talk to.

We will create the conditions for people to thrive – tackling health, social and economic inequalities, shifting from reactive to preventative public services by addressing root causes and growing social infrastructure and community resilience.

A great place to do business:



Greater Manchester will see a decade of sustainable and inclusive growth. Our ten-year Integrated Pipeline will increase our economic output and spread the benefits of growth across the city region, helping to rebalance our economy.

We will create the right business environment and deliver the right support to entrepreneurs and businesses to start, innovate, expand and access new global markets, making Greater Manchester one of the best places in the world to do business.

Employers will be able to find skilled workers locally and attract and develop the talent they need to succeed, with support to upskill their workforce. We'll have a diverse workforce, reflected in the leadership of our businesses, and high-quality jobs with pay and working conditions that support wellbeing and drive further productivity growth – including in our foundational economy – and workplaces that are accessible for all.

There will be new homes and employment sites, built at a scale and pace not seen this century. Sustained investment in the right transport infrastructure will underpin Greater Manchester's growth, creating better local, regional, national and international connections for our global city region.

Our productivity will be higher, our economy will be stronger than ever. We will be a global centre for cyber, AI and innovation, ensuring Greater Manchester stays at the cutting edge of progress and remains a great place to invest and do business. Our universities will be creating new knowledge, technology and solutions, together with businesses and a vibrant investment community.

Our cultural sector will reflect our diverse people and communities and welcome audiences from all over the world. Our nighttime economy and visitor economy will be thriving, with support to expand and innovate.

Employers will be able to attract and develop the talent they need to succeed

Digitally connected places and people:



Greater Manchester will be a fully digitally enabled region, which means using digital technology in ways that make things quicker and easier to achieve our ambitions.

We are committed to using technology and data proactively and responsibly, giving people the connectivity, tools and know-how to work and live smarter.

A greener and more equal place:



Everyone will have a safe, healthy, low carbon, nature-rich environment where they can live well and thrive and which is resilient to climate change. All our businesses will be making progress towards sustainable and net zero production.

All people will feel included, valued and with the power to make and participate in decisions, with power, policy and decision making happening in and with communities and better community representation in positions of power. A place which welcomes a diversity of views and leaders.

Public services will be effective and fit for the long-term future:



We will treat people as names not numbers and offer solutions that respond to different needs. We'll switch from a reactive to a preventative approach, with support provided sooner to reduce the need for crisis interventions.

Digitally enabled and data driven, our public services will help create a strong workforce, able to do their jobs so our people, our places and our businesses can thrive.

5. The longstanding challenges we're navigating together

We've made good progress, but many residents don't yet fully benefit from Greater Manchester's economic success.

Inequalities of health, wealth and opportunity.

In 2020, Greater Manchester's Mayor and Combined Authority commissioned an Independent Equality Commission to provide recommendations for how to create Good Lives for All in our city region. In the past five years, we've made a good start in delivering its recommendations, but there is considerable work still to do.

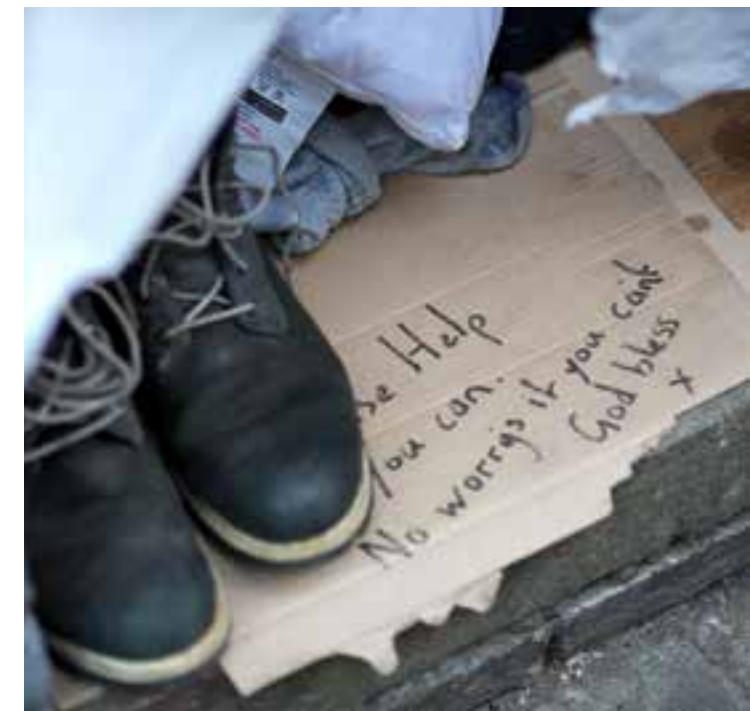
Many residents don't yet fully benefit from Greater Manchester's economic success. There's a shortage of decent, affordable housing. Levels of poverty, including child poverty, remain stubbornly high despite our economic growth. Too many people in our city region experience poor health and die younger than in other parts of the country. Access to skills, jobs, services, transport, cultural and leisure activities and all the other opportunities this place has to offer remains unequal. Almost 400,000 people in Greater Manchester are still digitally excluded with more than one million lacking essential digital skills. Communities that experience discrimination and disadvantage, such as racially minoritised or disabled people, often fare worst across many aspects of life. Greater Manchester's girls and LGBTQ+ young people report lower wellbeing.

These inequalities form barriers to good work, wages and wellbeing which residents cannot overcome alone. Nearly half a million people in Greater Manchester are out of work and 137,000 are long-term sick.

We need to ensure there is equal access to skills, employment pathways and digital support, so everyone has a route into the high-quality work which our growth sectors now provide. And we need to make it easier for people to get the practical support they need to tackle the root causes of their problems and improve their health and wellbeing.

The barriers holding back residents are also placing huge pressure on services which support them.

This ranges from councils and the police, to voluntary, community, faith and social enterprise organisations to youth services, the social care sector and the NHS. They are struggling to cope with an exponential increase in demand and are too often forced into expensive crisis interventions which leave less money to tackle root causes through preventative work.



Our decade of growth is outpacing our ageing infrastructure.

Our population is growing at the fastest rate since Victorian times, but investment in Greater Manchester’s rail network has not kept pace and is acting as a brake on growth.

We created the world’s first intercity passenger railway, but 200 years on we’re still using the same infrastructure, which presents a huge maintenance challenge. Passengers are let down by delays, overcrowding and cancellations and our productivity gap due to poor public transport is the largest in the UK – estimated at £8.9 billion per year; nearly four in ten of our highly skilled workers can’t get into the city centre within 45 minutes. Rail links to neighbouring cities like Liverpool, Leeds, Sheffield are slow and unreliable; the M6 is congested and the West Coast Mainline, which connects us to London, will reach capacity by the mid-2030s.

We lack the housing we need to make sure all those who want to grow up, get on and grow older in Greater Manchester have a good safe home. 90,000 households are waiting for a home and our councils are paying £75 million each year for temporary accommodation and recovering less than half that through housing benefit. More than a fifth of households in Greater Manchester live in the private rented sector; some of them in homes that are unsafe or poorly maintained with little route to challenge this and fear of eviction for speaking out.

Residents in the least energy efficient homes are more exposed to rising energy costs, with more than 470,000 Greater Manchester properties at EPC D or below. Unaffordable energy bills threaten to increase rates of fuel poverty and can lead to health implications from living in cold and damp homes. Many residents continue to live in homes that require remediation following the tragic Grenfell Tower fire and the recommendations of its public inquiry.

Like the rest of the country, Greater Manchester faces major environmental challenges threatening the health and prosperity of our people and our places.

The abundance and diversity of wildlife in Greater Manchester continues to decline, with nature under increasing pressure and less able to provide us with the benefits that are fundamental to our citizens and businesses. From significant flooding incidents to moorland fires, so-called ‘once in a century’ weather events are becoming more common, devastating communities, damaging ecosystems and adding pressure to key public services.

We need to take urgent action to reduce carbon emissions and reverse the decline of the natural environment across the city region. In the next decade, we must change the way we heat our homes and how we move people, goods and services across the city region. We’ll also need to support nature recovery, adapt our city region to the ever-increasing risks posed by climate change (particularly flooding) and encourage residents and businesses to live and operate in more sustainable ways.

Together we need to take urgent action to reverse the decline of the natural environment



Beeline – giving young people a clear line of sight to great jobs in Greater Manchester

Electina, a Year 11 pupil from Tameside, is expanding her education and career horizons thanks to Beeline and her school's involvement in the Greater Manchester Baccalaureate (MBacc).

Beeline is a digital tool to give young people in Greater Manchester a clear line of sight to real jobs in the city region's growing economy.

Beeline has helped Electina broaden her aspirations and helped her to find out more about major employers and the exciting opportunities available via technical education routes.

Our education system is not designed to help everyone thrive, from early years right through to further education, and is not responsive enough to the needs of the local labour market.

Our Greater Manchester universities are among the best in the world and are an amazing asset to our city region. They're working hard to increase access to higher education, especially for young people from working class backgrounds – including through degree apprenticeships.

But still, only a third of young people in Greater Manchester pursue a university education and for the two thirds who don't, it can be hard to

find the technical education courses and qualifications that prepare them for jobs in sectors that are growing in Greater Manchester.

As a result, 5.5% of 16 to 17-year-olds here, which is around 4,000 young people, are not in education, employment or training (NEET) – slightly above the national average. And while 67% of young people report a sense of belonging to school in Year 7, this falls to 51% by Year 10.



Businesses across Greater Manchester have reported 'urgent' skills shortages across sectors that are growing, such as construction, manufacturing and net zero sectors as well as a lack of basic digital skills in staff. These skills gaps are holding back business and our economy.

We live in an increasingly digital world.

Digitisation is driving massive changes to the way we live and work, and increasingly governs career opportunities, access to services, mobility, and cost of living. Over 33 million people in the UK use the NHS App and over 80% of train tickets sold are now digital. Ten years ago, that concept was new. In early 2025, there were 88.4 million cellular mobile devices and an estimated 1 billion devices like watches and sensors.

But this digitisation generates a set of challenges. Online fraud is now the largest crime by category in the UK. Whilst the vast majority of the population are online, many people lack digital skills. GoodThingsFoundation’s 2024 Digital Nation report estimated 8.5 million people in the UK lack essential digital skills.

In 2024, 50% of UK businesses and 32% of charities reported cyber security breaches or attacks. This rises to 70% for medium-sized and 74% for large businesses. Cyber attacks are becoming more frequent and sophisticated, driven by generative AI. These attacks are harder to detect, increasing costs for prevention and response, and causing data breaches and service outages.

Infrastructure also needs to keep pace – household demand for data is over 20 times higher than in 2012 and escalating exponentially. Legacy infrastructure like the Public Switched Telephone Network (PSTN) which drives traditional landlines and many other devices will be turned off in January 2027.



While Greater Manchester is known for its inclusive and international culture, global conflicts, the cost-of-living crisis and the spread of disinformation via social media all have an impact on social cohesion.

Financial pressures are taking a toll on individuals, families, and communities. The local organisations which provide fundamental support – from councils to charities – are stretched by funding cuts and increased demand. In times of scarcity, tensions can grow.

Geopolitical instability is also making it hard for businesses to plan long term and making both them and investors more risk-averse when it comes to investment decisions.

Our economy is not balanced across Greater Manchester.

Although we have areas of high-value economic activity across the city region, on average, there are more high-wage jobs in the southern part of Greater Manchester. Even our most affluent districts have pockets of deprivation and low economic activity. And local people do not always benefit from high-quality jobs in their area due skills gaps.

We need to be more innovative and high growth. Our city centre could be far bigger in terms of jobs for a region of our size. This means we’re not making the most of existing assets and investment, including securing enough new investment and making the most of the talent of our people – of all ages. And although we are a centre for research and development, we are not delivering the scale of commercialisation we’d expect and are not yet providing the full range of commercial and industrial spaces to help businesses spin out and scale up here.

Although our productivity is growing at a rate above the national average, it is still 35 per cent below that of London – a much bigger gap than we see in other European capitals and second cities. If we could narrow that gap to match the difference between Paris and Lyon, we could add £13 billion to the UK economy, while creating more opportunities for businesses, more investment in our communities and better paying, high-quality jobs for our residents.

Finally, power and decision making is unbalanced and unrepresentative of our diverse people and communities.

While we’ve made positive steps towards more representative leadership in our workplaces, public institutions and politics, we still have a long way to go. Not everyone in Greater Manchester feels they have a voice in local decisions, which can lead to a disconnect between people and the changes affecting them.

For people to trust local leaders, they need to be included in decision making and have their voices heard. Tackling today’s complex challenges means shifting to community-led approaches, where people are not seen as problems but as partners, with public services recognising that the people most affected are the ones best placed to lead the way in coming up with solutions.

Grassroots organisations have a vital role to play in supporting communities of place, identity and experience, connecting communities and the public and private sector organisations whose decisions impact their lives. But they need investment and infrastructure to support their vital work, underpinned by a resilient voluntary, community, faith and social enterprise sector.

By giving voice to diverse perspectives, grassroots organisations can strengthen the sense of agency and confidence in democratic institutions among citizens of all ages – including young people. We’ve seen the positive difference

community power and participation can make here – from the mutual aid groups that sprung up to support neighbours during the Covid-19 pandemic, to citizen assemblies, our Youth Combined Authority, co-produced policymaking and the Live Well movement. We now need to bring these movements and initiatives into our everyday ways of doing things to rebalance decision making and make it more representative of our diverse people and communities.

Together we’re making positive steps towards more representative leadership

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Safe at home – enforcing housing standards across Greater Manchester

Leanne graduated as a housing enforcement apprentice and now works at Bolton Council while continuing her studies. She’s passionate about the role good housing plays in people’s health and wellbeing, and shocked by the conditions she’s seen: broken windows, damp and mould, and even infestations of cockroaches, bed bugs and rats.

For Leanne, it’s about more than repairs – it’s about restoring dignity and safety. “It goes way beyond fixing the house, it should be their place of solace, they should be able to go into their home and feel safe,” she says. She takes pride in every family she helps, and says the job has helped her grow just as much as the people she supports.

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6. Our seven connected workstreams

Over the next decade, we will create the conditions for a thriving city region where everyone can live a good life. We will do this through seven workstreams, which, together, will fix the foundations in life, make us a greener and more equal city region, help grow our economy and make sure everyone can live well.

1. Healthy homes for all

A healthy, safe place to call home is the cornerstone of a healthy, happy life. With support from the Government, our Housing First approach and unit will turn the tide on the housing crisis.

Increasing housing supply

With the right national support, we can build 75,000 new houses by 2030, including 10,000 truly affordable net zero homes so everyone can find a good place to live in all our 10 boroughs.

Our joint development plan, Places for Everyone, has removed planning obstacles and mapped out shovel-ready sites to deliver the new homes Greater Manchester needs, maximising the use of brownfield land while protecting the Green Belt from unplanned development.

Our Integrated Pipeline will help deliver housing, targeting spending and effort at six Growth Locations across Greater Manchester and sequencing work so all developments have the right supporting infrastructure to create thriving, well-connected places. The Integrated Pipeline will join the dots between new homes and employment sites, with green spaces, low-carbon heating systems, and great transport links through the Bee Network.

Our new integrated Greater Manchester investment pot will provide just enough pump-priming to unlock massive private sector investment – an approach which has already delivered 10,000 new homes and supported 8,300 jobs through our Housing Investment Loans Fund. We'll keep developing brownfield sites across Greater Manchester, using tools like Mayoral Development Corporations to unlock land and accelerate construction. And we'll make the most of new planning powers like Local Development Orders to release land around transport hubs for new housing and regeneration, making it easier for people to live near public transport.

We'll build the kind of housing our residents need – from more single units for young people to more accessible housing which meets the needs of disabled residents and homes designed for all stages of the life course. This includes creating age-friendly developments, housing for those that need specialist care and support and creating more mainstream homes that have the features of inclusive design. And we'll build more council and social rented housing than we're losing through the Right to Buy scheme.

Driving up housing standards

We'll drive up standards for renters, and we'll take stronger enforcement action against those responsible for poor housing.

Our Property Check scheme will give residents the right to request an inspection, followed by enforcement action where needed. And our multi-agency taskforce – led by Greater Manchester Fire and Rescue Service – will continue to drive forward delivery of the recommendations from the Grenfell Tower tragedy's public inquiry, helping all residents feel safe in their homes.

Together we are improving housing provision and quality across our city region

We've launched our Good Landlord Charter to expose poor landlords and show support for the many good ones. This sets a clear, high set of voluntary standards that go beyond the legal minimum, setting best practice and driving up the standard of renting in our city region.

GMFRS will work with government, Homes England, local authorities and other key partners to accelerate the post-Grenfell remediation process to ensure that all buildings in Greater Manchester meet appropriate standards.

Alongside this, we'll invest in improving the quality of all homes in our city region, making them healthier and more energy efficient. We've already retrofitted 10,000 homes and plan to retrofit 60,000 more by 2030. This will reduce carbon emissions, cut fuel poverty and train 1,140 people into green jobs.



Support to access and keep a healthy home

We'll address the challenges people face in finding and keeping a home of their own. And we'll help individuals and families who find themselves without a home, forced to sofa-surf or sleep rough.



We're increasing the number of spaces available in our groundbreaking A Bed Every Night scheme, which provides wraparound support to people sleeping rough to help them get back on their feet. And our Live Well support will transform how we provide housing, skills, health and wellbeing advice, intervening early to help prevent homelessness which we know is often caused by poverty, trauma or poor health, as well as a lack of affordable housing.

We're supporting young people at risk of experiencing homelessness through our Young Persons Homelessness Prevention Pathfinder programme which has provided advice and guidance to more than 2,000 under-25s since 2021.

We're also piloting a new way of providing stable, safe homes for children and young people looked after by our councils. Our transformative 'Project Skyline' will create at least ten new children's homes in the city region, carefully designed to support children with complex mental health needs, those at risk of exploitation, and those awaiting foster care placements.

We will develop a Greater Manchester level 'Rightsizing' Framework which will help older residents to find the right sized home in the right place with the right support for them. This will improve health and wellbeing while helping us to make best use of existing housing stock.

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Raising the standards – how healthy homes are the foundation of a good life

Adetoun spent months living in a damp, mouldy home with her three children – all of whom needed hospital treatment due to the conditions. When her landlord refused to act, Wigan Council stepped in. A housing enforcement officer issued a prohibition notice, helping Adetoun move to a safer home.

The Good Landlord Charter is designed to support this work – and with backing from groups like the National Residential Landlord's Association, it's helping raise standards across Greater Manchester.



2.

Safe and strong communities

Safe streets and public transport in welcoming communities will allow us to feel confident going about our daily lives.

Trust and confidence in our police and fire services

His Majesty's Inspectorate shows Greater Manchester Police (GMP) to be the fastest-improving police force in the country. We'll continue to drive up standards, cutting response times and the crime and antisocial behaviour that can leave residents feeling left behind. We'll deliver visible, responsive services with high victim and resident satisfaction.



GMP will continue to be held to account, with constructive scrutiny and challenge from our Mayor and Deputy Mayor and police and crime panel, ensuring all incidents and people are treated in the same professional and even-handed way. A strong focus will be maintained on young people at risk of violence – including gender-based violence – child sexual exploitation and serious organised crime, improving our response to these issues, both past and present.

Greater Manchester Fire and Rescue Service (GMFRS) has also been judged by His Majesty's Inspectorate to be the most improved service in the country. An unparalleled programme of investment will bring more improvements, increasing the number of fire appliances and modernising the fleet and estate. And GMFRS is exploring moving beyond its traditional protection and prevention work. It will pilot work to support people to live well by training firefighters to deliver life-saving treatment for cardiac arrests and other health emergencies and look at contributing to the 'Greater Manchester Housing First' unit by helping deliver our Property Check scheme.

We'll continue driving up standards and cutting response times

Tackling crime, supporting communities and changing young lives

Jennie has turned her passion for performance into a lifeline for young people in Cheetham Hill and Salford. Her dance school, JD Dance, is thriving as a safe, creative space for local young people, helped by £8,000 from Greater Manchester Police's asset recovery scheme – money seized from criminal activity and reinvested into the community.

This is down to Operation Vulcan, which is helping young dance stars to flourish while also creating safer communities for every generation to blossom.

Multi-agency work with partners

There'll be more neighbourhood police, with named officers in every ward and support from a specialist Operation Vulcan taskforce.

Our Justice and Rehabilitation Executive, led by the Deputy Mayor and bringing together all the relevant criminal justice agencies and services, will develop a whole system approach to diverting people away from the criminal justice system wherever possible. Those offenders who need to go to court will always do so, but we will build a strong suite of interventions, which both support people out of criminal behaviour and reduce reoffending rates, reducing crime levels which has a beneficial impact for both individuals and communities.

Our multi-agency Violence Reduction Unit (VRU) has helped Greater Manchester to reduce violent crime and homicides, bucking national trends. It will continue to address the underlying causes of violence, working with communities to create alternative outlets for our young people's talent and energy.

Our VRU will also keep helping young people at risk of being drawn into criminality to access the new education opportunities we're developing. This will be done alongside implementing the Government's Young Futures programme which includes the development of Prevention

Partnerships and Young Futures Hubs to ensure children and young people at risk of involvement in violence and crime are identified at the earliest stage and diverted into more positive pathways.

We will build upon the existing network of youth zones and hubs by creating more safe spaces for children and young people in their communities, open in the evenings and weekends as a place where they can not only feel safe but have opportunities to grow and flourish.

Our Gender-Based Violence (GBV) Strategy has helped increase the number of domestic abuse survivors getting justice by 1,500 in the past three years. It will work with employers to ensure all workplaces are safe spaces, where victims of gender-based violence can access support.

GMFRS will continue to work with Transport for Greater Manchester, GMP and other partners to make our transport system the safest in the world. Our ambitious 'Vision Zero' strategy aims to halve the number deaths and life-changing injuries on our roads by 2030 and eliminate them completely by 2040.

In all our policies and partnerships, we'll work to address the inequalities and disadvantages which drive division while standing firm against hatred and discrimination, including increasing education about hate crime and introducing a new standard for GMP to tackle the issue.

Evolving how we respond to changing risks and new opportunities

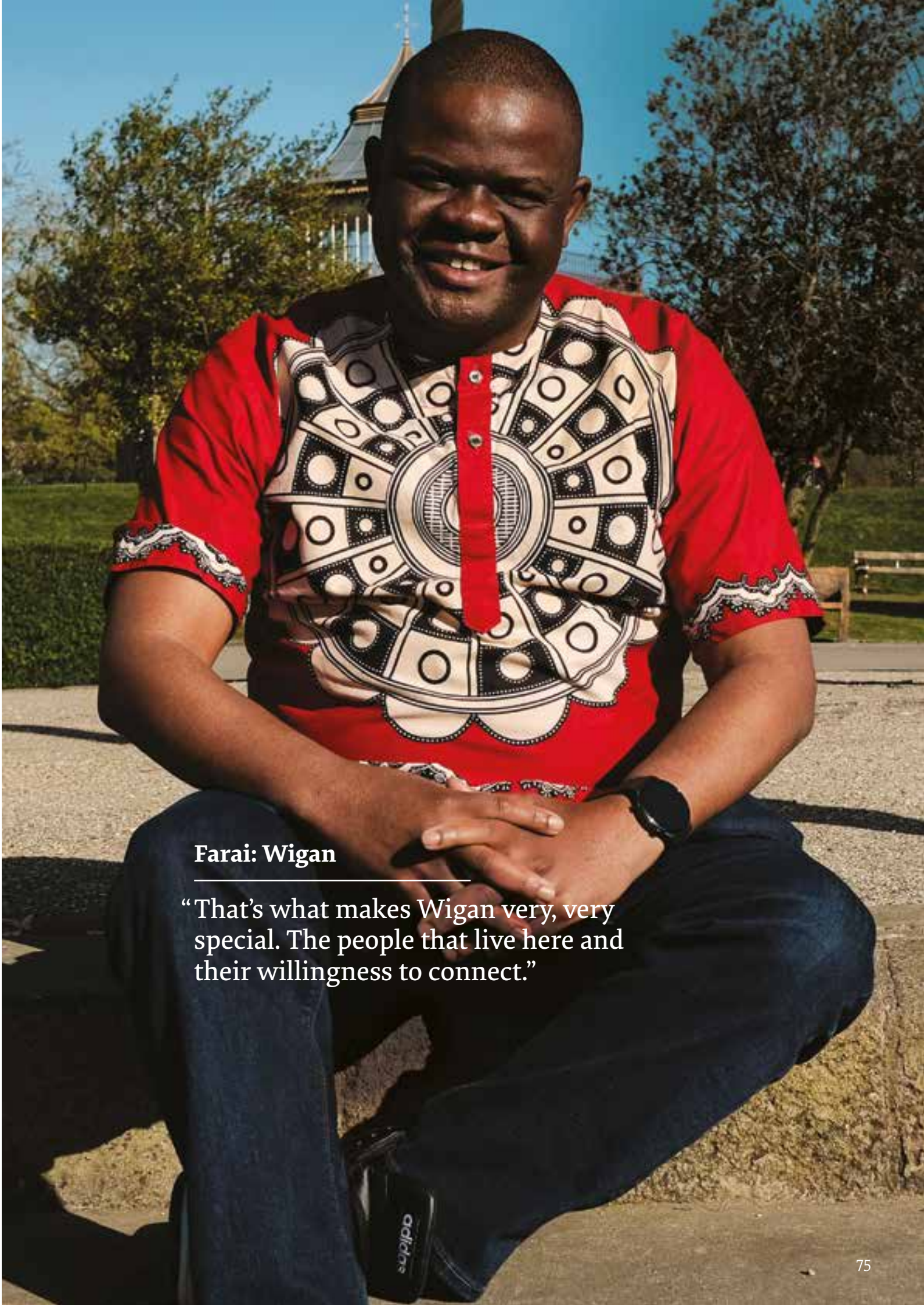
Greater Manchester’s emergency services and resilience experts are constantly adapting in response to changing threats – from moor fires and flooding linked to climate change to cyber-attacks and threats to social cohesion. Since the Manchester Arena Attack in 2017, GMFRS and GMP have implemented changes to policies, procedures and capability to ensure a rapid and robust response to terrorist or mass casualty incidents. As we embed digital in our public services, we’ll build ‘digital twins’ of our places – 3D representations that are constantly updated – so we can visualise and plan for different scenarios, further strengthening our resilience.

We’re working together to make our communities more resilient to climate change, identifying and mitigating risk through planning, training and infrastructure. We’re also addressing the causes of climate change, rewilding and protecting the green spaces that are crucial for maintaining healthy ecosystems. We were quick to declare climate and biodiversity emergencies and have set the ambitious goal of reaching net zero by 2038 – 12 years ahead of national targets.

Our five-year environment plan sets out how we’ll do this, addressing not only challenges and risks, but opportunities too. We also have a plan to halt and reverse biodiversity loss, mirroring the national commitment to halt the loss in species abundance by 2030 by implementing our statutory Local Nature Recovery Strategy.

Our integrated water management collaboration with United Utilities and the Environment Agency is transforming how we respond and adapt to flooding, droughts and climate change. It aims to reduce water used in our homes by a quarter, and in industry and elsewhere by 15%. We’ll also learn from international Artificial Intelligence demonstrators, like those in Los Angeles and Amsterdam, which have used AI to improve water management and energy efficiency.

Together we are working together to make our communities more resilient to climate change



Farai: Wigan

“That’s what makes Wigan very, very special. The people that live here and their willingness to connect.”

3

A transport system for a global city region

Our Bee Network will make it even easier to get around, connecting every community like never before.

The first fully integrated seamless transport system outside London

We've already blazed a trail, becoming the first region in 40 years to bring buses back under local control – on time and on budget. That's enabled us to provide a cheaper, greener, more reliable bus service, while growing passenger numbers and exceeding revenue projections by 5%, with running costs a third lower than under the previous delivery model. Our buses now connect seamlessly with our tram network, which is the UK's largest, covering nearly 100 kilometres and serving millions of passengers annually.

Now we're working to bring eight commuter rail lines and 64 train stations in to the Bee Network by 2028, with the remaining lines and stations to follow by 2030 – as well as delivering the first new stations in more than 20 years and upgrading stations to make them more accessible for all passengers.

By bringing all public transport together under one distinctive Bee Network brand, we'll deliver the first fully integrated London-style transport system outside the capital – with tap-in-tap-out technology, daily and weekly fare caps and responsive passenger information.

We'll review timetables, increasing frequency and punctuality and adding more night buses.

We will use transport to enable the regeneration and development of town and city centres, make better places and help deliver housing across Greater Manchester. We will work with communities to plan and deliver new tram lines and bus services. Stockport has shown how great public transport links can drive regeneration and we already have plans to use this model in other parts of the city region, including Bury, Oldham and Rochdale.



To deliver the right infrastructure that enables the creation of places people want to live whilst maximising the growth opportunity, we will continue to work in partnership with government to explore models for funding infrastructure that mean we can leverage the greatest levels of investment in our city region. As we have seen, this will give us stable and positive long term growth that benefits all our residents.

A clean, green, safe and affordable Bee Network

By 2030 we will have a 100% zero emission bus fleet, giving us the UK’s first integrated zero carbon public transport system. We’ll keep fares low to attract more passengers and use our control of the fare purse to continue Our Pass, which offers free bus travel to 16 to 18-year-olds, as well as a free travel scheme for young people with experience of the care system.

Our trams, trains and buses will set a new gold standard for safety and accessibility. We’ll introduce a new network of night buses serving all 10 boroughs and a dedicated TravelSafe Live Chat service – a collaboration between Transport for Greater Manchester and Greater Manchester Police – so people can easily, safely and discreetly report any concerns while travelling, overseen by an integrated TfGM and GMP TravelSafe command to seamlessly respond to crime and safety issues and anti-social behaviour. We’ll expand our cycle hire scheme beyond the city centre, improve our active travel infrastructure and create new School Streets to make it safer and easier for people to walk and wheel.



Improving regional connectivity

Together with the Liverpool City region, we’ll spearhead development of a new railway linking our two great cities. With Government funding, we can cut the journey between our growing economies to just 20 minutes, creating an economic super-cluster, with two Investment Zones and international transport hubs. This would add £15 billion per year to the UK economy, creating 40,000 jobs by 2050 and unlocking 300,000 new homes over 20 years.

The new high-speed railway would be a key component of a ‘Northern Arc’ linking growth centres across the North of England through improved rail infrastructure. Stretching from Merseyside to the Pennines and linking to Yorkshire, the Northern Arc could generate £90 billion in economic growth in the North West by 2040.

With local leaders along the route and the Port of Liverpool, Manchester Airports Group and other stakeholder organisations, we’ll pioneer a new way of delivering major infrastructure which draws on lessons learned from HS2 – led by the regions, bottom-up rather than top-down, delivered with communities, not imposed on them. And we’ll keep working – with the Government, other city regions and the private sector – to improve the capacity and reliability of rail services on the vital West Coast Mainline.

Our Mayor now has responsibility for “governing, managing, planning and developing the rail network” in Greater Manchester. We’ll keep pushing for a greater statutory role for Mayors and Combined Authorities in the running of rail networks. And we’ll form alliances with new Mayors and Combined Authorities, in neighbouring places like Cheshire and Warrington, to improve connectivity in less urban communities.

Over the next decade we’ll continue to invest in our existing highways infrastructure, securing funding to improve vital roads like the A57 to Sheffield. And we’ll harness AI to develop new digital traffic management systems to keep the city region moving and cut emissions.

The Northern Arc could generate £90 billion in economic growth in the North West by 2040

4

A clear line of sight to high-quality jobs

Removing barriers to good employment will help reduce poverty, improve health, and boost the economy by closing critical skills gaps.

A world-leading technical education system

For young people who want to pursue an academic education, there's a well-trodden path. For those who'd prefer a technical education, it can be more confusing and that impacts their sense of hope and optimism for the future.

So, we're working with schools, colleges, universities, employers and young people to remove barriers to technical education through a pioneering place-based approach.

The Greater Manchester Baccalaureate (MBacc) will give young people a clear line of sight to high-quality jobs in our growing economy. And it will help employers to find the skills and talent they need, attracting new businesses to invest and innovate here.

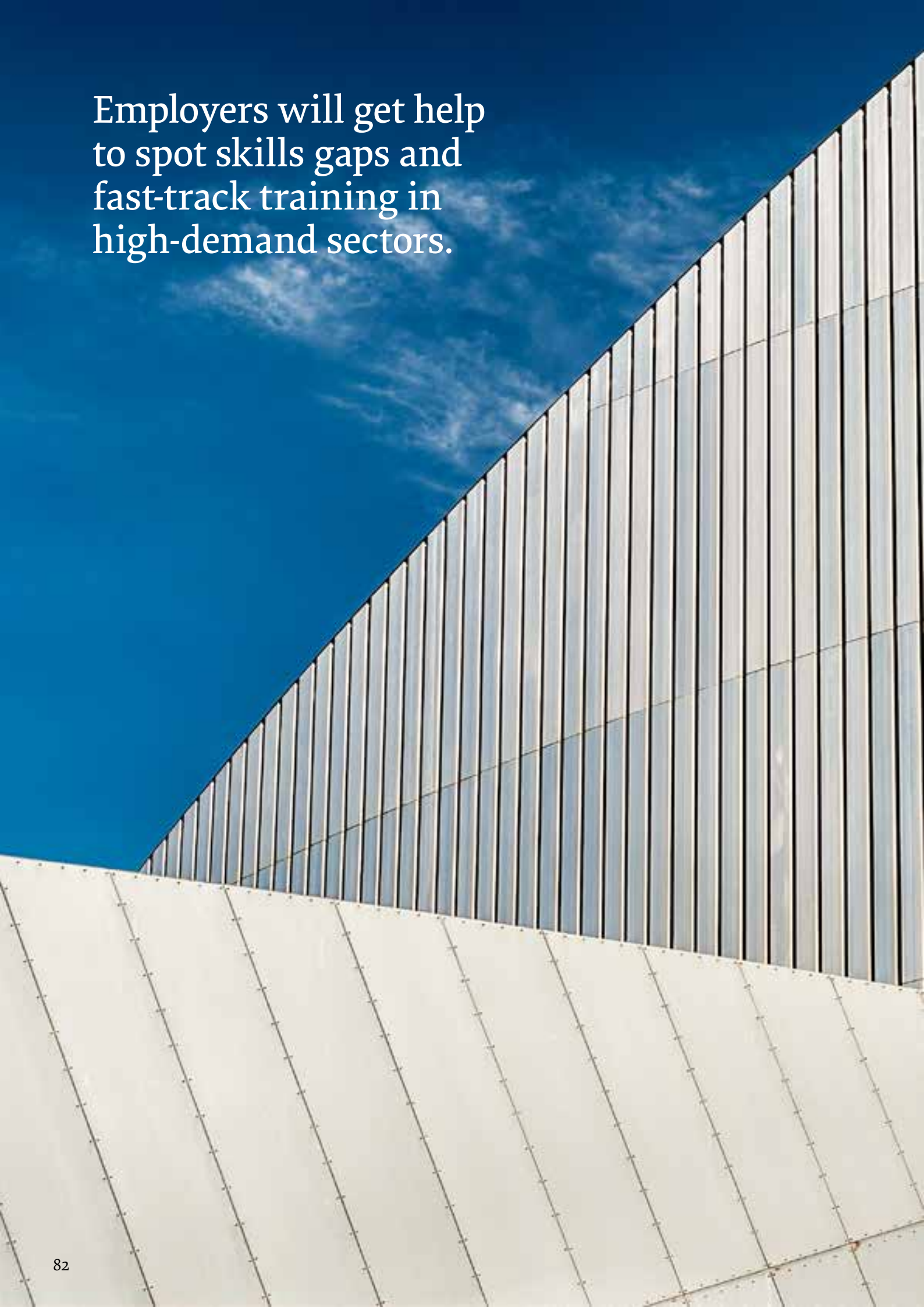
Co-designed with young people, education and business leaders, the MBacc draws on local labour market data to guide young people to our growth sectors. At 14, they can choose from seven gateways – each of which sets out the subjects and qualifications most valued by Greater Manchester's top employers. The current gateways are: Digital and Technology; Health and Social Care; Creative, Culture and Sport; Financial and Professional; Engineering and Manufacturing; Construction and Green Economy; Education and Early Years.

We're also developing an MBacc route into careers in local government and our emergency services, as well as transport jobs in the Bee Network.

Digital skills will be hard-wired into the curriculum thanks to a partnership with the Raspberry Pi Foundation and each gateway will be brought to life by real world experience of the workplace, including at prestigious firms like Siemens Energy or BNY, the Bank of New York Mellon. At 16, young people will have access to more technical qualifications than ever before, including T Level qualifications.

For young people to achieve well and move confidently into their futures, we also need to strengthen our education system in its entirety. We want all children and young people to want to attend school/college every day and have a sense of belonging. Work is already underway to celebrate and build on good practice, learning from academic research and experiences of young people themselves. To create these conditions, we also want to make Greater Manchester the best place to teach, starting with the Early Years workforce.

And to help them access education, training and work opportunities, 16 to 18-year-olds will continue to enjoy free bus travel via the Our Pass scheme, which also provides free and discounted access to sporting and cultural venues.



Employers will get help
to spot skills gaps and
fast-track training in
high-demand sectors.

Young people will also have access to prestigious work-related courses, from intermediate and degree-level apprenticeships to higher technical qualifications. Greater Manchester's technical and academic routes will be interwoven – so if anyone following a technical pathway wants to pursue an academic route to complement their technical qualifications, or vice versa, they will be able to do so. And at any point in their MBacc journey, they can use our groundbreaking digital tool, Beeline, to give them sight of jobs at the end of each gateway by clicking through to real adverts, including salary details.

In the next decade, our 16 to 18-year-old population is set to grow more than the rest of the UK. While our universities will keep working to widen access to academic courses, the MBacc

At 16, young people will have access to more technical qualifications than ever before

will make it easier for young people to pursue a technical education, providing an equally prestigious route into great careers – so all our young people can achieve their potential. By ending the 'degree divide' that's historically made it hard for those who don't go to university to get on in life, it will support social cohesion, addressing the inequalities which are key drivers of social tensions.

Access to good jobs, with support to upskill and reskill

We're committed to raising our employment rate from 72% to 80%. We'll do this by building people's confidence and basic skills to enable more people to consider moving into work. Those who are ready to move into work will find support through courses geared to Greater Manchester's labour market. And those in work who might be struggling to stay there because of ill health will be offered tailored support.

We've already helped tens of thousands of people to get what they need to access work opportunities – including 30,000 through our Working Well programmes – from technical education courses for those changing careers to support for older residents who want longer working lives. Now, with our Integrated Settlement, we can help 50,000 more residents to enter, sustain and progress in work.

We'll use our place-based approach to increase access to essential life and work skills including English, maths and digital literacy in our neighbourhoods through our network of Live Well centres and spaces. Careers advice for all our residents and courses that improve their earning power will be on offer. And employers will get help to spot skills gaps and fast-track training in high-demand sectors like healthcare, construction, green industries and digital, so residents are ready for opportunities and businesses have the skills to deliver growth.



5.

Everyday support in every neighbourhood

We believe in a names not numbers approach. We'll help everyone live well by improving access to support, connections and resources.

Greater Manchester Live Well

Building on work by Greater Manchester's Live Well movement, our approach will provide everyday support in every neighbourhood so all our residents can live happier, healthier lives. It represents a fundamental shift in how public services work in partnership with people and communities, investing in the social, civic and community organisations who are trusted, know residents best and are already providing everyday support to keep people well. Working together we will create conditions for people to thrive, not just survive, removing barriers to opportunity and tackling health, social and economic inequalities together.

The model is growing from what already happens in our communities. Community centres and spaces across the region help people to live well every day, supporting them with good work, homelessness, debt, addiction, isolation and poor physical and mental health. It builds on a decade of strategic partnership between the Greater Manchester Integrated Care Partnership, local councils, the voluntary, community, faith and social enterprise sector and wider stakeholders, which have been pioneering approaches to community-led care and support.

We will develop Live Well centres and spaces across Greater Manchester, ensuring access in every neighbourhood. Community led and enabled by public services, the Live Well centres and spaces will be open to all.

Often sited in existing community facilities, they will serve as one-stop-shops, providing practical wraparound help to keep residents well and help them overcome the everyday problems which can hold them and their families back. They'll bring together the very best of our public services, including councils and NHS primary and community care expertise, with sustainably funded local voluntary, community, faith and social enterprise groups to provide financial, housing, employment, wellbeing, health and social support, as well as opportunities to make social connections.

Live Well centres and spaces will be welcoming, safe and inclusive places where people of all ages and backgrounds feel heard and empowered, not lectured or told off. People working there will collectively pull support around individuals and families and be trained to understand the impact of trauma. They will offer support tailored to individual need – from debt counselling and work and life skills to social prescribing and practical help with housing. They will ensure people of all ages are connected to a wide variety of activities, support and information, which might be through creativity, nature, movement or peer support. And they will make sure people are heard and enabled to contribute and have the resources they need to make change happen.

We all have a role in creating the conditions for everyone to live well – public services working together at their best, with and alongside the voluntary, community, faith and social enterprise sector, and communities themselves.

The Greater Manchester Moving movement is a key part of the desire to help everyone live well. It supports people to design movement back into daily life and connect them into more structured activity in local facilities, schools, parks, community centres, faith centres and open spaces. Greater Manchester Moving will continue to support people into volunteering and career pathways to enable others to live active lives.


The Live Well approach will support residents throughout their lives. It will make sure that every child in Greater Manchester gets the best possible start in life – from birth – with practical support for families through parenting courses, home visits and online resources. And we'll keep investing in our early years workforce and programmes to improve the health and wellbeing of young children – from health checks to advice on healthy eating.

We will tailor our Live Well approach to support young people, ensuring they have access to safe spaces in their community and access to a trusted adult to support their wellbeing. We will use our #BeeWell survey insights and work alongside our Youth Combined Authority, youth voice groups and youth and play workforce to build our Live Well offer and plans for young people.

The Live Well approach will also support our rapidly growing older population. By 2041, more than 900,000 people in Greater Manchester will be aged 55 and over – an increase of 17% from today – and nearly 100,000 residents will be 75 and over. At the same time, our older population is becoming more diverse than previous generations in terms of ethnicity, sexuality, gender identity, and family dynamics. Many people are working longer, while almost a quarter of older residents are living alone. The Greater Manchester Age-Friendly Strategy will help us to adapt our city region to improve the experience of mid and later life and reduce the inequalities that widen as we age.

Live Well will feel hopeful, collaborative and creative with local leadership and community power creating meaningful change. Public services working radically differently will lay the groundwork for more devolution that will go even further to reimagine social support from the ground up.

Live Well will result in healthier, happier residents. More adults will be in good work, fewer in crisis. Fewer children will live in poverty and families will be supported to be safe, happy, healthy and successful. Stronger, thriving communities will be supported by a resilient voluntary, community, faith and social enterprise sector, and demands on the NHS and councils will be reduced.



Live Well – a supported new path to purpose and wellbeing

Sara, 23, from Mottram, was feeling burnt out and stuck in a zero-hour contract job that was taking a toll on her mental and physical health. With no clear route to change careers, she turned to her GP, who pointed her to a job fair at the Healthy Hyde Body and Mind Centre. There, Sara accessed joined-up support with health advice, counselling and employment support – and began to rebuild her confidence.

Today, she volunteers with Citizens Advice and is actively seeking work, something she says wouldn't have been possible without the Healthy Hyde team. The approach, delivered by social prescribing link workers like Ali, is an example of the holistic approach by Greater Manchester's Live Well vision.

6.

A great place to do business

Our strategy will kickstart a further decade of growth for Greater Manchester, delivering homes and employment sites on a scale and at a pace not seen this century, increasing productivity and innovation and ensuring our city region remains a great place to invest and do business.

We will work with businesses, our universities and investors to support existing industries to expand, as well as to create new technology and the future focussed jobs our residents and businesses need. We will support our businesses to become more energy efficient and less vulnerable to disruption and shocks.

We will ensure our growth sectors have the right spaces and support to create new products, try out new processes, and to export them to markets around the world.

An Integrated Pipeline for growth

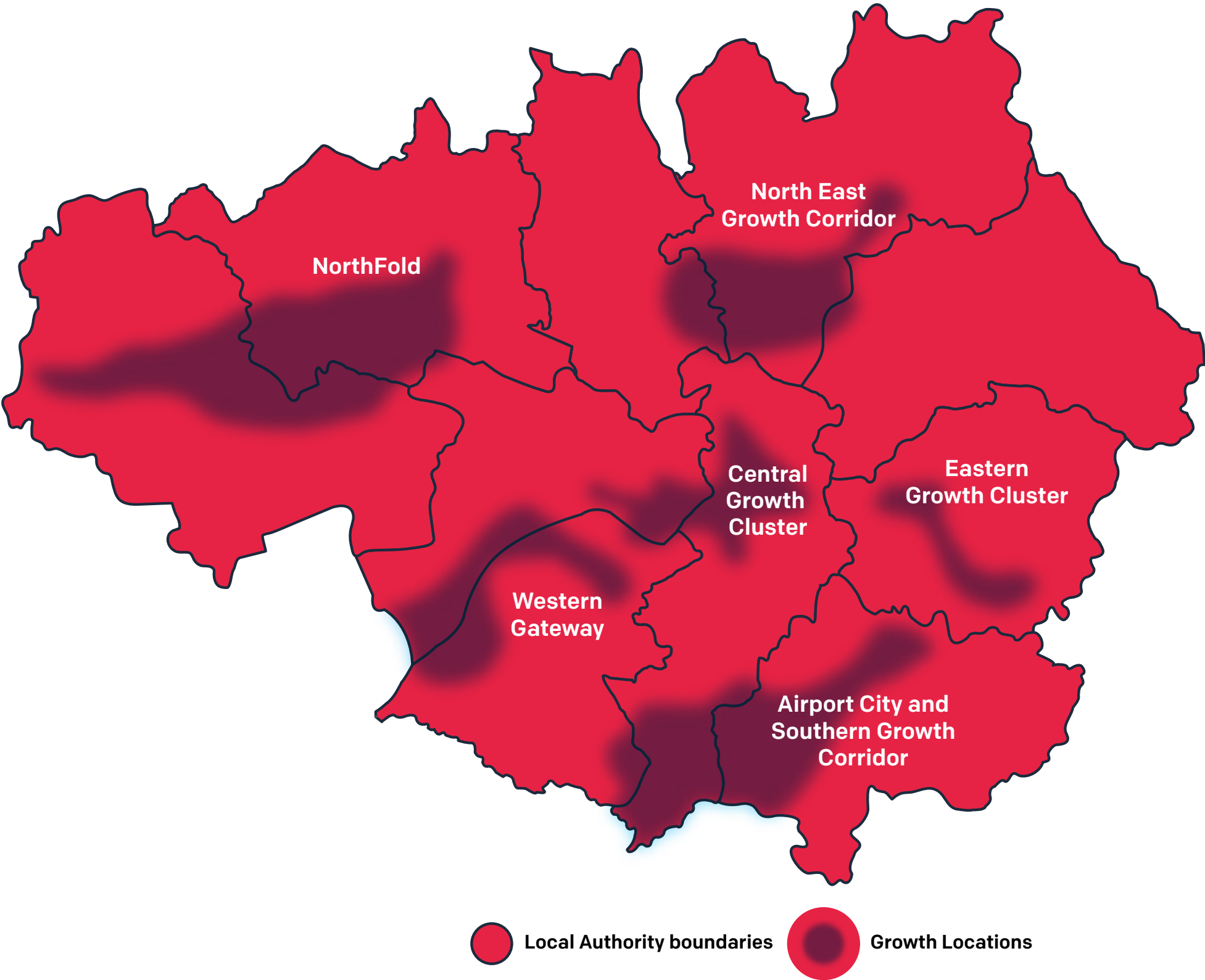
We've used our devolved powers to create a single Integrated Pipeline for growth. Working with Government and the private sector, we could use this new regeneration model, with the right national support, to build 75,000 new homes in the next five years alone as well as new employment sites and infrastructure. Until now, we've had separate pipelines for delivering transport, housing, innovation, and low-carbon energy infrastructure. Now we can sequence development in a way that extracts maximum value per pound. The Integrated Pipeline will turbocharge growth by unlocking land and attracting £10 billion in investment over the next decade, paving the way for the private sector to create new homes, jobs and industrial and commercial spaces.




Six Growth Locations

Our Integrated Pipeline will target investment at six Growth Locations – nationally significant sites with land earmarked and shovel-ready. Each Growth Location has a distinct focus, building on our sector strengths:

- **Western Gateway** covers Old Trafford and Port Salford and is where the HyNet low carbon hydrogen project links to Greater Manchester, with plans to capitalise on its connectivity and link new employment sites to the world – supporting Greater Manchester’s low carbon visitor economy.
- **North East Growth Corridor** includes Atom Valley, where a Mayoral Development Zone is driving the development of an advanced materials and manufacturing hub, connected to Materials and Robotics research assets in the Central Growth Cluster.
- Plans for the **Airport City and Southern Growth Corridor** capitalise on the international connectivity of Manchester Airport, where MIX Manchester is creating opportunities to grow Life Sciences and Tech sectors.
- **Central Growth Cluster** will build on the continuing high performance of the city centre growth engine – powered by the science and tech cluster on the Oxford Road Corridor, creative industries and Greater Manchester’s large business, financial and professional services community. This area will provide 58,000 new homes on brownfield land and new spaces for businesses, including growing innovation districts at Sister and Crescent Salford, and major regeneration projects like Victoria North and Holt Town.
- **Eastern Growth Cluster**, linking development opportunities of Ashton Moss, St Petersfield and Ashton town centre, building on the creation of Ashton’s Mayoral Development Zone.
- **NorthFold** – 12,000 new homes with access to green space and a new Health Innovation Campus linked to the Royal Bolton Hospital.





We're using our devolved powers to create a single Integrated Pipeline for growth.

A new funding pot unlocking huge private investment

There will be a new single investment approach to target funding at our Growth Locations, using the greater flexibility over finances agreed in our Integrated Settlement devolution deal. This approach will provide just enough public funding to unlock massive private sector investment, giving confidence to the businesses that will help us drive economic success.

An innovation leader

We have a strong innovation ecosystem, with leading research and development institutions and many 'growth-driving' frontier sectors, such as health innovation, advanced materials, biotechnology, and digital. In the next decade, through Innovation Greater Manchester, Greater Manchester's universities, businesses and public sector will continue to work together to increase business and public sector research and development investment and develop more connected clusters of innovation.

Trade missions will increase internationalisation rates, helping local companies successfully engage in new markets. And we'll continue to support the groundbreaking partnership, led by the Universities of Manchester and Cambridge, to build closer relationships between these two innovation ecosystems, accelerate growth in start-ups and scale ups, drive private sector investment into research and development, and attract new foreign direct investment to the UK. Innovation will continue to drive partnerships around the world – like the Innovation Bridge with the Ruhr region in Germany being supported by The British Consulate General in Düsseldorf and Greater Manchester.

Business support will be easy to access and effective, helping more start-ups to scale up and spin out in our city region. We can offer the kind of spaces that other innovation clusters lack – from innovation districts like the Oxford Road Corridor and Crescent Salford to larger sites like Atom Valley, the North West's largest development site focused on high-value manufacturing and research and development, and the Health Innovation Campus in the Wigan and Bolton Growth Corridor.

A focus on sector strengths

We have the most diverse range of sector strengths in the country. We're a leader in health innovation and life sciences, with Health Innovation Manchester fostering partnerships between industry, academia, the NHS and private social care providers to advance research and development and improve patient care. We have one of the largest clinical academic campuses in Europe, home to institutions such as the Manchester Biomedical Research Centre and the Institute for Health Technology and Innovation. We also have internationally recognised strengths in advanced manufacturing and materials with leading 'lab-to-market' facilities related to graphene, which was discovered at the University of Manchester. The Oxford Road Corridor is a globally-recognised cluster for both sectors – a city centre district that encompasses businesses, cultural institutions, the campuses of the University of Manchester and Manchester Metropolitan University, world-leading research institutions, and one of the UK's largest NHS trusts. The district is set to provide over 2.6 million square feet of research and innovation space and is the base for more than 1,000 industry partnerships with firms including BAE systems, AkzoNobel, BP, GKN, Siemens, and Unilever.

We'll keep attracting and growing world-leading businesses by zoning in on these and our other thriving sectors. As the second largest low carbon economy in the UK, we're ready to scale up a sector which is growing at three times the rate of the wider economy and deliver more well-paid, sustainable jobs for our residents. From manufacturing and building technologies to technical services and consultancy, Greater Manchester's 'green economy' is ready to realise the economic benefits of the transition to net zero.

We're also championing our foundational economy – which includes sectors like health and social care, early years and childcare, and high street retail and hospitality. Our Foundational Economy Innovation Fund is providing grants to drive innovation and improve productivity and working conditions in these sectors. We want to see technology and innovation benefit every part of our economy.

**We'll keep
attracting and
growing world-
leading businesses
by zoning in on our
thriving sectors**



Oxford Road to Atom Valley – powering the future of innovation in Greater Manchester

Aled came to Manchester for its world-leading materials science sector – and stayed to build a business. His start-up, Dekiln, has developed a more sustainable way to produce tiles, and thanks to the research expertise along the Oxford Road Corridor, he's taken his idea from lab to launch.

It's business leaders like him who'll benefit from Atom Valley, a new hub for innovation in advanced materials and manufacturing at sites across Bury, Oldham and Rochdale. Atom Valley will be a place where spin-outs scale up, SMEs find space to thrive, and global companies build the future.

Expanding and upskilling the workforce

There’s still huge untapped potential in our people and our places. Businesses want to grow but can struggle to find the right talent. So, we’re using our devolved powers to reshape the local skills system so it’s more responsive to the needs of employers. The MBacc will transform technical education and ensure all our young people can fulfil their

Together we’ll continue to raise employment standards across the city region through our Good Employment Charter

potential, while addressing the skills gaps holding back our economy. Our universities and colleges are also increasingly working together to deliver high-

quality education and training at all levels and in all parts of the city region.

We’ll pilot a new approach to helping residents who are long-term unemployed. Our £10 million Economic Inactivity Trailblazer will join up health, wellbeing, and employment support at a local level, building on the success of our ongoing Working Well programme, which has supported 30,000 people into jobs.

The Government is also funding a £7 million Work Well pilot in Greater Manchester, offering tailored support for people struggling to stay in work due to health issues or disabilities, as well as those who’ve recently left work due to poor health, helping them return to employment.

Both these pilots are part of our Live Well approach, which aims to tackle the obstacles holding our residents back – including poor physical and mental health. We have significantly poorer health outcomes than the UK average and, for thousands of residents, ill health is the reason why they can’t benefit from our economic success. It’s also a huge drain on our productivity.

We’ll continue to raise employment standards across the city region through our Good Employment Charter. This aims to foster inclusive workplaces where leaders listen to staff feedback and promote a healthy work environment and work-life balance, with fair wages, job security and opportunities for professional growth. When our public sector procures, we’ll use our influence and commissioning power to drive improvements in working conditions and create opportunities for our people – from apprenticeships at Bee Network bus manufacturers to enhanced training and safety standards for construction workers at our Growth Locations.

Establishing Greater Manchester as a leading centre for security and artificial intelligence

The University of Manchester played a foundational role in the development of Artificial Intelligence. The work of Alan Turing introduced what we now call the Turing Test which is widely recognised as laying the foundations for AI.

Seventy-five years on, there are now more than 1,000 researchers actively working on AI at this university alone. Our city region is poised for significant growth in the cyber security sector, driven by a £5 billion investment in creating a North West Cyber Corridor – a hub for innovation and collaboration which is attracting defence and intelligence firms and industry investment. With national security organisations and their industry partners investing here and creating thousands of new jobs, we’re now increasingly recognised as a leader for security research, innovation, manufacturing and operations.

Security and AI go hand in glove and both Salford and Manchester have twice been listed in the top 5 “most AI ready cities in the UK”. London and Greater Manchester are the only two UK city regions in Europe ranked in the top 15 for AI talent. We are becoming the home of a Government AI and Digital Innovation campus for the UK civil service and one of Bank of New York’s six global hubs, reinforcing our reputation as a top destination for tech and cyber talent and complementing our digital ecosystem.

We plan to harness this momentum to achieve substantial growth in AI, digital innovation and security. By increasing interest from investors, we’ll build a robust and resilient cyber ecosystem that will safeguard our digital future and drive economic prosperity for the region. We’ll also build on the success of programmes such as the University of Manchester’s Turing Innovation Catalyst programme, Manchester Metropolitan University’s Centre for Digital Innovation, and the University of Salford’s Immersive Tech Hub to underpin Greater Manchester’s success as the UK’s ‘AI Demonstrator’ city region – using our integrated public services and ‘triple helix’ innovation ecosystem to drive both economic growth and public sector reform.



Nurturing our cultural and nighttime economies

Our strong creative sector is a key driver of economic growth – from global names like the BBC and the advertising and marketing giant WPP to the catering companies that support TV shoots and a vast range of freelancers and independent production, digital and design companies.

Over the next decade we'll work to make sure that all our residents have opportunities to take part in our rich cultural offer. We will look after our heritage and ensure that creativity is at the heart of our vibrant and distinctive town and city centres and develop opportunities for Greater Manchester's creative people and businesses to share our stories and products with the world.

The Greater Manchester Culture Fund will continue to support cultural activities, ensuring the city region remains a vibrant hub for arts and culture accessible to all our residents. The Greater Manchester Music Commission will promote the region's musical heritage supporting, developing and exporting talent across the globe while further securing our position as a leading destination for music and live performances. We'll develop and celebrate the creative and cultural offerings of our diverse towns and high streets through our Town of Culture – following in the footsteps of Rochdale, Bury, Stalybridge, Stockport and Bolton – and Creative Improvement Districts programmes and continue our trailblazing creative health work, recognising the power of creativity in supporting our residents to live well.

We'll also invest in our nighttime economy, which employs 358,000 people in sectors like hospitality, entertainment, healthcare, and logistics, with initiatives to create a safe and welcoming environment and improvements to nighttime public transport.

Our visitor economy will continue to provide inspiration and a sense of belonging for residents, visitors, and businesses, whilst fuelling sustainable economic growth for all. Our ambition is that, by 2030, it will contribute £15 billion to the Greater Manchester economy.



7

Digitally connected places and people

It's essential that everyone in our city region can thrive in the digital age – a new industrial revolution powered by artificial intelligence.

Ending digital exclusion and building connected communities

We're committed to ending the digital divide. We've already helped 100,000 residents to get online and have a plan to make sure everyone, whatever their age, location or situation, can benefit from the opportunities digital brings.

Our Digital Inclusion Taskforce – which brings together 250 partners from the business, education, health, local government and voluntary, community, faith and social enterprise sectors – will keep working to remove barriers like connectivity, confidence, skills, affordability and accessibility. And digital inclusion will be hard-wired into Live Well, with support to get online and free training to grow skills and confidence and stay safe online.

We already have one of the world's most advanced shared public digital networks – One Network – transforming speeds to schools, community buildings and the public sector. We'll grow community WiFi support and keep working to remove cost and connectivity barriers for low-income households.

Our Connected Homes, Inclusive Places plan will introduce smart home systems in social housing. Using our world-class infrastructure and working with industry partners and social housing providers, we'll improve tenants' quality of life, improve the effectiveness of environmentally friendly heating systems and safeguard housing stock and boost safety.

By 2030 all areas of Greater Manchester will benefit from next generation gigabit-capable broadband and 5G coverage, with support to get online available in every neighbourhood

Digitally enabled public services

Our portfolio of Greater Manchester services will continue to grow. From the Care Record used by more than three million people, to integrated ticketing systems on bus and tram, to traffic flow optimisation and to services like the Early Years App which is helping child development. We are also ramping up responsible AI adoption. A new Greater Manchester AI and Data Innovation Office (ADIO) has been established to put Greater Manchester’s public sector at the forefront of AI adoption to drive innovation, inclusivity, and economic prosperity, benefiting all sectors and residents.

We’ll embed digital in the design of all public services, ensuring public servants have the skills to realise the benefits of new technologies. We’ll use technology to enhance productivity and to build responsible, data-driven public services, driving collaboration across sectors to build a smarter, more connected city region that enhances the quality of life for all its residents.

To sustain and grow this ecosystem and make the most of the opportunities, while coping with a predicted sevenfold increase in demand for data, we will work with Government to stimulate investment in digital, data and AI research, infrastructure, skills and to overcome energy, environment and planning challenges.

Our ambition is to work with Government, industry and academia to be the place to come to test ways of using AI to improve public services and grow AI businesses, building on our track record of doing government differently and driving innovation through collaboration.

Together we will explore the best ways to use AI to improve our public services

Kalpna: Bolton

“Bolton is my home and will always be my home.”



A greener, more equal future

Our seven workstreams are designed to close the gaps in health, wealth and opportunity that are holding us back as people and as places. The way we deliver each workstream will help to reduce spatial, demographic, and socio-economic inequalities. This will include a focus on reducing carbon emissions in every workstream – because climate change has the biggest impact on deprived and marginalised communities and is a matter of intergenerational justice, with future generations facing the consequences of decisions we make today. We will factor the needs of children and young people into all our decisions, considering how policies will affect them not only now but in years to come.

Our commitment to achieve net zero by 2038 is central to our work to ensure the wellbeing of future generations. We're already leading a shift to clean green energy: increasing solar, wind and green hydrogen will dramatically reduce the one fifth of our emissions generated by industry and increase our contribution to the UK's renewable energy. We're also using household waste to generate electricity.

With the country's largest waste disposal authority, we're making landfill a thing of the past, reusing, recycling and composting waste. We have England's biggest reuse centre, which repairs discarded household items and sells them to benefit local charities and improve people's

futures. It's raised almost £2 million since opening in 2021 and given 53 ex-offenders work placements. Our reuse and repair work currently employs 45 apprentices.

We're also protecting natural resources by reducing food waste through our 'Good Food Vision'. It aims to stop us wasting 388,000 tonnes of food each year by producing more local, healthy, sustainable and accessible food. This approach is helping to reduce rises in food insecurity and reducing inequality by saving families an average of £730 per year.

Green spaces are key to our plans to tackle inequality, due to their powerful impact on health and wellbeing for all. Around one in three residents do not live within 15 minutes of green space, with our most deprived communities worst affected. So, we'll make more space for nature.



Places for Everyone, our plan for jobs and homes, and our Integrated Pipeline will make sure green spaces are built into regeneration schemes. And we'll protect nature where at risk by creating more parks and increasing planting in streets and gardens.

We'll also tackle inequality by investing in neighbourhoods that have historically missed out on funding and feel 'left behind' as a result. We'll invest in ways that grow community wealth, increasing both social and economic capital. This includes investing in grassroots organisations that empower our communities. Every pound invested in our voluntary, community, faith and social enterprise sector brings real benefits to our economy as it's more likely to be spent locally. Doing this also strengthens the social infrastructure that enables sustainable, community-led change.

We'll build on the learnings from our work to rebalance the children's social care market, which has historically been dominated by a small number of large private sector providers. By commissioning more organisations with a social as well as commercial purpose – such as cooperatives and social enterprises – the public sector can bring true diversity to markets, creating greater choice, strengthening organisations that generate social value and improving outcomes for residents. And we'll explore ways of putting more money in residents' pockets, including a Living Income pilot.

A more equal city region is one where public services work in partnership with people and communities, creating the conditions for people to thrive, not just survive, removing barriers to opportunity and tackling health, social and economic inequalities together.

We will build on work such as Making Manchester Fairer, Community Health Equity Manchester, and the Anti-Poverty Insight Group. We'll invest in voluntary, community, faith and social enterprise organisations using funding such as Our Manchester VCS Grants. And we'll put more power in people's hands through a People's Taskforce, building on initiatives like our #BeeWell programme, which works with young people to improve their wellbeing, and the Greater Manchester Homelessness Action Network, which co-designs policy with people with lived experience of homelessness. This will make our public services more inclusive and accessible.

We'll invest in ways that grow community wealth, increasing both social and economic capital

DELICIOUS



together
we are

**GREATER
MANCHESTER**

7.
We do things
differently.
We always have.

The Greater Manchester approach is underpinned by seven guiding principles – because it’s not just what we do, but how we do it that matters to us.

1. Collaboration

We work together for the common good. We’ve learned that creating inclusive growth is a joint venture and in Greater Manchester every bit of the system plays its part at every level – from neighbourhood to region wide. Our uniquely mature and ever strengthening system unites all sectors – public, private, academic, voluntary, community, faith and social enterprise – under a single shared vision, and we include the voices, ideas and capacity of residents in our work. By harnessing the best talents across institutions and partners, we create the conditions for bold, collective leadership.

Our success is built on collaboration, cooperation and participation. Instead of competing against each other, we pull together, using the lived and learned experiences of our people to shape policy; understanding each other, investing in new relationships, and protecting long-established mature ones.

This helps us to maximise investment opportunities and meet the greatest challenges facing our region and our country. This philosophy has rippled through all sectors, creating a city region system where power is shared and everyone points in the same direction. It enables us to respond as a single system to the challenges we face and to reform and improve how we work.

Across Greater Manchester – in regional bodies, councils, the NHS, criminal justice system, businesses, our social, civic and community organisations and beyond – we share both the power and the accountability for achieving our collective vision. We share risks too and hold each other to account, providing rigorous and constructive challenge, informed by data and deep local knowledge.

We’re committed to continually strengthening our collaborative approach by developing new processes to ensure people can participate fully in planning and delivery. For example, this strategy was written with input from hundreds of individuals and groups representing many different parts of Greater Manchester life.

Our success is built on collaboration, cooperation and participation



2. Reducing inequality

In everything we do, we work to tackle the three forms of inequality set out in the Greater Manchester Independent Inequalities Commission’s report:

- 1) Spatial inequalities: between people living in different places
- 2) Demographic inequalities: between groups of people with different characteristics
- 3) Socio-economic inequalities: this covers not only inequalities in income and education, but unequal access to the resources people need to live well and inequalities of power that leave people with less control over the things that matter to them.

Our approach to tackling disadvantage and discrimination is framed around increasing three things: equity, equality and inclusion.

Equity – ensuring all people have access to the same opportunities. In particular, we have made a strong commitment to being leaders in race equality and have developed a Race Equity Framework. Priorities have been co-produced with local communities and include leadership of race equity; being accountable to communities; the commitment of resources; removal of barriers and transparent, data-led performance management.

Equality – we ensure that the voices of all our communities are heard. We do this through our network of Inclusion Panels supported by Greater Manchester Combined Authority. The Panels seek to drive forward positive action and overcome structural barriers by raising understanding of the issues for those they represent, sharing best practice and providing peer support and challenge.

Vibrant staff networks and an ambitious programme of reverse mentoring between senior managers in the public sector – including some of our council Chief Executives – and staff from underrepresented groups help embed this approach.

We are also working hard to improve the representation in the public sector workforce through a new set of People Inclusion Standards which address training, recruitment standards and retention initiatives. In addition we are now supporting our third cohort of development programmes for both future civic leaders and senior managers from underrepresented groups.

The Good Employment Charter provides a framework to support employers in creating inclusive and socially responsible workplaces.

Inclusion – we seek to harness an inclusive environment across our city region, where everyone feels welcome. We celebrate key events across the city region such as Black History Month, Pride celebrations in each of our districts and events with the Gypsy Roma and Traveller and other minoritised communities. We are also pioneers of specialist research, such as through our Ageing in Place Pathfinder work, which has attracted international attention, and are supporting pilot activity to tackle loneliness and isolation in older people.

We will track our progress in tackling the structural, institutional and interpersonal manifestations of inequality by measuring our key performance indicators by protected characteristic. Where possible, we’ll set tangible targets to drive improvements in outcomes for people who experience marginalisation.

And our spatial plan and economic policy is designed to promote growth across Greater Manchester, so our most successful areas continue to thrive while those doing less well can fulfil their potential. This evidence-based approach helps us target delivery to the places and groups that most need support.

We are held to account for this work through the Greater Manchester Tackling Inequalities Board, where all our Panel Chairs meet with decision makers and the equality impact assessment of every policy change across Greater Manchester is considered.

Our commitment to respect, dignity, and compassion is part of who we are. We’ve seen this over the past decade in our collective efforts to ensure no one goes hungry and in our work to end homelessness.

We stand up to racism and discrimination in all its forms, building on Greater Manchester’s long and proud history of championing equality, celebrating diversity and welcoming people from around the world. We are known for our decency and work to build a fairer society. Our diverse and inclusive culture is one of the reasons why people want to live, work, play, visit, and invest in our city region.

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Joy: Manchester

“I’m part of an amazing community and Manchester has just been so kind to me.”

3. People – names not numbers

We take a strengths-based and person-centred approach, lifting people up and harnessing their talent and resources and, where they need it, supporting them to live well. We’re developing a culture of preventing issues from arising or escalating, providing support so people can tackle the root causes of problems, growing everyone’s sense of agency, so people feel in control of their own lives, with a say in how services are run and decisions that affect their lives and communities.

Our people are what make our places thrive, and we invest in them, so they can do things for themselves and actively participate in shaping their neighbourhoods and communities. We build trust and confidence by listening to our people, involving them in policy and decision making and getting to know them as names, not numbers, so we can provide tailored support and create the conditions for them to live a good life. We will evaluate what people think about how this is being achieved through our residents’ survey and other local means of gathering views and perspectives, including our #BeeWell survey and other ways of engaging with young people, along with the plans being developed for evaluating our approach to enabling people to live well.

4. Considering future generations

We take a long-term approach to policy making, considering the impact today’s decisions will have on future generations’ wellbeing. We will continue this approach in the coming years, factoring the hopes, concerns and needs of children and young people, and those not yet born, as well as those growing older, into all our plans. This means testing every policy with an intergenerational lens, considering how it will impact people in decades to come, and whether it will reduce or entrench existing inequality. Advances in AI are likely to make it easier than ever to plan for the needs of future generations, by modelling scenarios, using data to simulate future generations’ outcomes and providing ethical nudging tools to reduce short-termism and generational bias.

Together we will invest in our local communities and in the people who shape them

5. Place – from neighbourhood to global

Through our ten councils and our diverse networks of partners, we are deeply engaged with our towns and cities. Our delivery plans will ensure that services are delivered at the most appropriate geographical level, incorporating locality-led plans developed from deep knowledge of the communities and people they serve. We will evaluate the extent to which place is the focus of decision making, plans, and activity.

We have pioneered a bottom-up form of governance where the power is shared and our ten council leaders and the mayor are members of the GMCA, enabling a whole place approach. We work together to ensure that services are planned and delivered across the whole of Greater Manchester or within localities, as appropriate, building on our collaborative multi-sector partnerships.

We are committed to developing neighbourhood working for geographical areas of 30,000–50,000 people,

where multi-agency teams from across sectors work together towards shared outcomes and purposes alongside people and communities – the heart of our approach to supporting people to live well. We will continually review the extent to which our local areas are the focus of decision making, plans, and delivery to ensure we benefit all our residents.

We work with city regions across the north and the rest of England and have formed strong relationships with successive Governments and the devolved administrations of Scotland, Wales and Northern Ireland. We undertake regular overseas missions and have formed close links with other global cities – from Osaka in Japan to Lviv in Ukraine and Austin in Texas. We’re part of Bloomberg Harvard’s City Leadership Initiative, which aims to equip mayors and city leaders to tackle complex challenges and improve residents’ quality of life.

Together we have built a different way to govern which we’re sharing with others around the world



6. Data enabled and evidence driven

We want to make the best-informed decisions about the things we directly deliver, or that we support or influence the delivery of, for our people, places and businesses. So, we use data and evidence to determine what is to be done, how it should be done, and to monitor progress and change course if needed, drawing on robust, appropriate, and timely information. We will ensure that this continues to be the focus of our decision making and delivery.

Central to our approach is a long-term focus on evidence-based decision making. In 2009, we commissioned the Manchester Independent Economic Review – a rigorous assessment of the state and future potential of our economy. In 2019, the Greater Manchester Independent Prosperity Review provided further data and insights. And in 2020, the Independent Inequalities Commission undertook a six-month investigation, measuring inequalities across the city region and considering how best to tackle them. Its recommendations have helped shape this strategy.

In 2023, we worked with The Resolution Foundation on their report, A Tale of Two Cities, to quantify the productivity gap separating Greater Manchester and London and to find new ways to reduce it. We revisit key data regularly to ensure the impact of events like Brexit and the Covid pandemic are factored into our economic plans. This approach has laid the foundations for a decade of remarkable growth.

Decision making at our monthly Combined Authority meeting is rooted in up-to-the-minute data as well as insight from our equality panels. And since December 2020, we’ve spoken with more than 30,000 people through regular residents’ surveys, and around 100,000 young people via #BeeWell, the largest engagement exercise of its type in the country. What they’ve told us about their real-life experience – from housing and health to food, policing and transport – has shaped our policies.

We also want services to be seamless, well designed, and easy to use, like the tap-in-tap-out system for buses and trams or other public services where people only need to provide their information once. So, we’re harnessing the power of data, using it responsibly, safely, and securely, driving constant improvement through collaboration with Government, residents and communities, industry and universities. This is underpinned by our investment in, and plans for further development of, digital technology which supports the use of data, both nationally and locally.



Raphael: Tameside

“Greater Manchester has a unique nature. It still feels human. People still talk to each other and say hello to strangers.”

7. Using resources effectively

It has never been more important to make the best of all our resources – financial, physical and those of our people. Increasing demand for public services and decreasing resources means that this is the time to ensure we use what we have effectively, to enable the best use of public and private funds for the benefit of our people, but also to ensure we deliver the greatest possible impact from investments and activities. It is about making a difference for Greater Manchester and drawing on all the resource available to do this.

This means that we must make challenging decisions about how we allocate the resources available to us, whilst ensuring that we continue to address inequality as well as the needs of our localities and communities. Our Integrated Settlement gave Greater Manchester even greater freedom and flexibility to allocate resources, but we must still allocate and use them effectively.

We need to make the most of what we have. Improving how we use resources, and employing innovative approaches to increase effectiveness, will be key to making the best use of our collective resources. We will continue to increase our capacity to deliver impactfully and efficiently through increased use of digital approaches where appropriate, including everyone in the opportunities they bring.

How and where we spend our money is also key. We will ensure that our procurement practices are fair and enable social value so that everyone benefits.

Making a difference through the impact of our work is crucial. All our work must consider and demonstrate its impact fairly and appropriately across the whole of Greater Manchester and at all levels. Evaluation is an integral part of our work, and this will assess our impact. We will increasingly draw on a range of data, and innovative methods of analysing data, in

order to demonstrate both effective use of resources and the impact of our work. We will draw on established measures of productivity and effectiveness, including those in our performance framework, as well as qualitative insight and the use of the experience in our Tackling Inequalities Board.

Our Integrated Settlement gave Greater Manchester even greater freedom and flexibility to allocate resources

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