



# Better Together

## Greater Manchester Strategy 2013 Summary



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GREATER MANCHESTER  
COMBINED AUTHORITY

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## A dynamic, changing landscape

Great cities are restless, outward-looking and dynamic entities that are never satisfied and always on the cusp of their next great evolution. They are places where people come to invent the future and make change happen. They are engines of growth but also of reform, revolution and creativity. They are as enterprising as they are relentless.

Their work is never done.

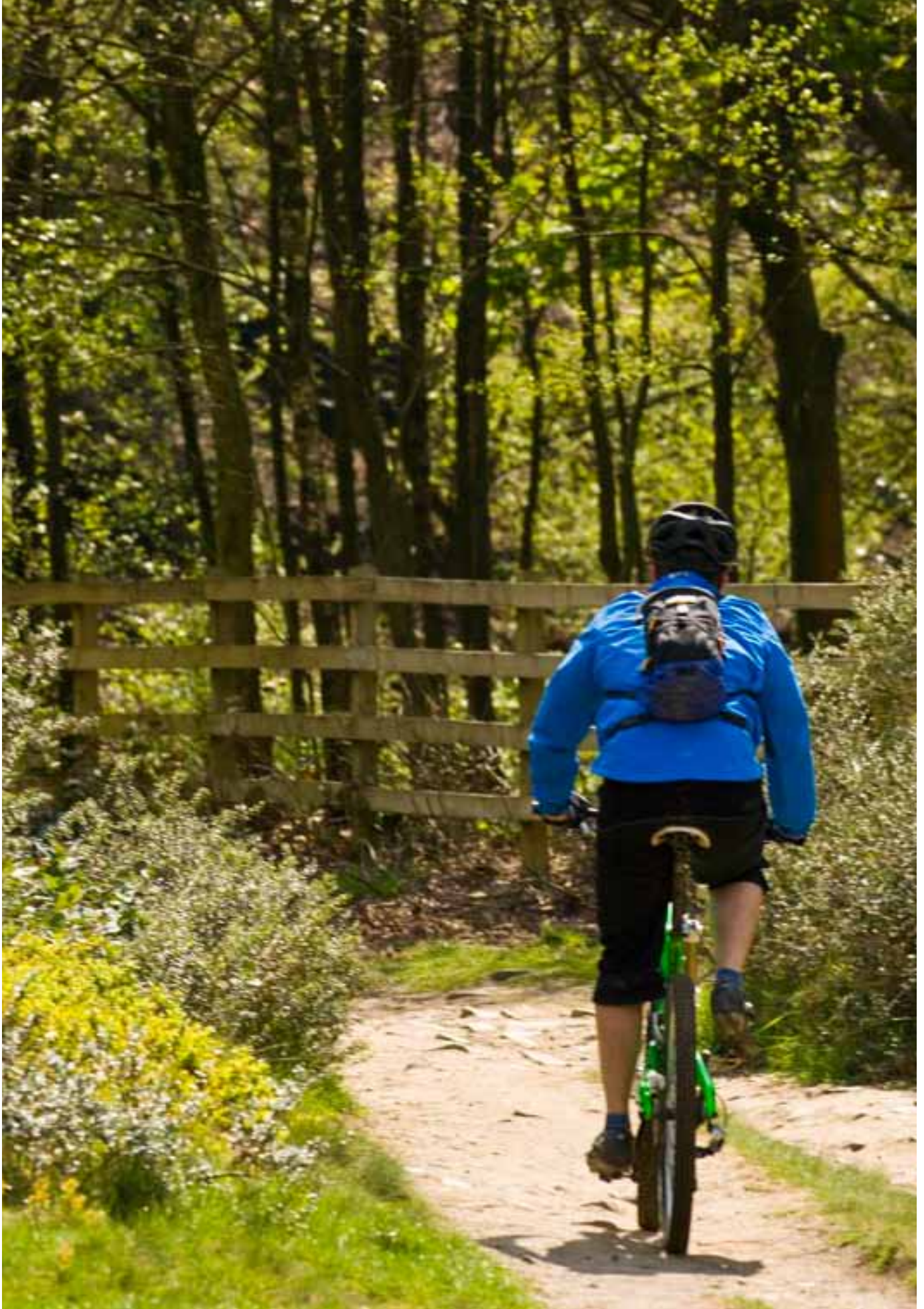


Image courtesy of Marketing Manchester

This new strategy for Greater Manchester fuses together our strong plans for reforming public services with a continued drive for growth and prosperity. Our objective is to sustain progress whilst eliminating the gap between the taxes we raise and the resources we expend on public services. We want to deliver services differently, more efficiently and reduce the level of demand for those services, by bringing more people into higher quality work.

Our city region has the ambition and energy to make this happen. Since we published our last strategy in 2009, the global economic climate has changed dramatically. There has been a prolonged economic downturn; whilst new and emerging economies such as China have continued to grow, like many other cities in Western economies, we have felt the ongoing impact of growing unemployment and business closures.

**We have not stood idle in the face of change. We have recast challenges and turned them into opportunities. We continue to work towards a future where Greater Manchester takes care of business for itself and for the wider UK economy.**

Critically, we have not stood idle in the face of change. In fact we have recast these challenges and turned them into opportunities. In the last four years Greater Manchester has launched a series of initiatives and innovative funding streams to sustain our positive momentum:

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The UK's first Combined Authority, working closely with our Local Enterprise Partnership;

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The Greater Manchester investment framework for growth, which includes the Greater Manchester Evergreen Fund, the Regional Growth Fund and the Growing Places Fund;

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The £1.5 billion Greater Manchester Transport Fund to finance the Metrolink expansion and other key transport schemes;

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The National Graphene Institute and the Sharp Project;

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Airport City, our designated Enterprise Zone;

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MediaCityUK, a national hub for digital and creative industries; and

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The UK's first Low Carbon Hub.

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It is our intention to continue to reframe and reform public services, and to better co-ordinate diverse funding streams around focused objectives and work towards a future where Greater Manchester takes care of business for both itself and for the wider UK economy.

We want to become more self-reliant and self-sustaining whilst delivering growth, a better environment and prosperity for all. We want a success that is shared, and a future that is genuinely sustainable.

# An Ideal for Living



Our vision is that by 2020, the Manchester city region will have pioneered a new model for sustainable economic growth based around a more connected, talented and greener city region, where all our residents are able to contribute to and benefit from sustained prosperity and a good quality of life.

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We will continue to be one of Europe's premier city regions, known for creativity, culture, sport and the commercial exploitation of a world-class knowledge base.

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We will compete globally for talent, investment, trade and ideas.

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We will be a city region where all people are valued and able to fully participate in and benefit from the city region's success, where every resident, neighbourhood and every borough can contribute to and benefit from our shared sustainable future.

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We will be known for a good quality of life, low carbon economy and a commitment to sustainable development alongside an outstanding natural environment.

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We will continue to grow into a fairer, healthier, safer and more inclusive place to live, known for excellent, efficient, value for money services and transport choices.

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We will deliver focused leadership of Greater Manchester based around collaboration, partnerships and a true understanding that through collective and individual leadership we are strong.

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Greater Manchester is one of the UK's most successful cities; we want to become one of the best in the world. The priorities in this refreshed Greater Manchester Strategy set out a programme of bold, collective action around growth and reform to help us shape that success.

This is a strategy for everybody. For all parts of Greater Manchester and for all the communities within it. It is a strategy that is intended to help all of our people to meet their potential.

We have deliberately not segmented Greater Manchester into distinct groups, categorised, for example, by age, sex or disability, but we do recognise and value the wide and productive diversity within our population.

The challenge  
*is* the opportunity

People make a city work and if people aren't working, neither is the city.

To win that work we need better alignment between our business base and the skills it needs; between global markets and an improved pool of well trained labour and activated knowledge; between challenge and opportunity.

If we succeed in aligning the Greater Manchester skills base with the jobs generated through economic growth we will increase the productivity of our businesses, satisfy the changing demand for labour, equip our residents with the skills they truly need and we'll be a much stronger city region in which to invest, do business, live and visit.

We know what the challenges look like and in tackling those challenges, together, we know we can create renewed opportunities to grow, sustainably. Our primary focus will be on two key priority areas. These are set out in a more detail in the following pages, but can be summarised as:

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**Growth.** We will remove barriers and create an environment that fosters economic growth and makes Greater Manchester an investment destination of choice.

We will actively support our businesses to adapt to the changing demands of the future, exploit Greater Manchester's unparalleled business and academic expertise and adopt a more outward-looking, international focus.

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**Reform.** We will place a greater emphasis on reform of the efficiency and effectiveness of public services, and we will encourage self-reliance and reduce demand for public services. Through this, we want to achieve better results for all. We want to do more, better and with less.

We will improve the provision of skills, to ensure that businesses have access to the skills and talents they need to prosper. We will ensure our young people receive guidance and support to take full advantage of education, training and employment opportunities, and we will develop more effective approaches to supporting unemployed people back into work.

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In short, we plan to create a culture of resilience, innovation and enterprise across our city region whilst reforming services and increasing self reliance. It's all about work: getting back into it, staying in it, and making it more rewarding.



Growth

# Growth

## Reshaping our economy to meet new, global demands

The global economy is going through profound changes. These changes threaten our prosperity if we fail to adapt to them, but offer significant opportunities if we do. We must anticipate changes in global demand and foster the right economic conditions that will position us to succeed.

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We will identify the land required for the development of flexible and cost efficient commercial and industrial space in desirable locations, supported by an effective and infrastructure. A cohesive, structured and evidenced approach to attracting and growing businesses with the greatest growth potential will be adopted alongside working with Greater Manchester's firms to help them expand into markets and sectors where we have comparative advantages.

## Delivering an investment strategy based on market needs

Our investment strategy will be based on a clear understanding of the role and function of places and the offer that those places can make to potential investors. It will also include an assessment of the infrastructure required to be competitive and a review of the land available to support housing and employment growth.

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A market-facing investment strategy will enable us to work with the private sector and help us create a wider portfolio of desirable sites. This will deploy public funding and assets in the most effective way and result in a sustainable model based on the fusion of private sector leadership with public sector investment.

**By planning strategically and recognising the interconnectivity and interdependency of different forms of infrastructure, we will support ongoing sustainable growth.**

# Growth

## Revitalising our town centres

Our town centres lie at the heart of our local communities but continue to face a series of fundamental challenges that we must address if we are to ensure that prosperity is shared across our city region and not limited to pockets of relative success. The growth of e-commerce and large out-of-town retailers has left our town centres struggling to adapt and these trends are set to continue.

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We need to examine the unique characteristics of our town centres, and to consolidate their existing strengths and develop a refreshed offer that meets new demands. Our review of town centres has shown that we must seize the opportunities presented by a changing market. This includes providing direct financial support through a market-facing investment strategy; establishing creative clusters; investing in the public realm and the physical and natural environment; diversifying the day- and night-time economies; supporting Local Authorities to address issues such as vacant units and to manage landlords; and maintaining a critical mass of activity.

## Creating the spaces and places that will nurture success

To make our city region competitive means ensuring that our investment sites can become practical, desirable and unique destinations that are responsive to market demand. We are going to move away from a culture where public grants shape growth, to a future where business investment can be self-sustaining largely because the spatial offer is so strong. Our Enterprise Zone is a good example of this; an informed, integrated approach to spatial planning that drives prosperity and investment without being overly reliant on the public purse.

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We will develop our own bespoke approach to meeting future housing and employment land requirements, based on the type of growth that's forecast. We will think about market demand, viability, strategic fit, transport and other infrastructure implications.

# Growth

## Stimulating and reshaping our housing market

We want Greater Manchester to be a place where the working households that will drive our economy forward are able to find the homes and quality neighbourhoods they need, at a price they can afford. But a dramatic decrease in new housing completions, lack of available mortgages and difficulty in accessing development funding are major barriers that we need to overcome. Every year that passes under these conditions makes it more and more difficult for new and existing households to find and afford homes that fit their needs and aspirations.

Adding to the pressure on families, the average annual household energy bill is more than £1,300 and nearly a quarter of a million households in Greater Manchester are in fuel poverty. This too will be a priority for action.

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We will continue to find innovative ways to offer existing and potential residents a place to live that meets or exceeds their expectations, and which they can afford. We will also promote housing growth through three inter-related programmes: creating new development models; tackling financial barriers; and easing the development process. We will continue to promote energy efficiency investment measures to eliminate fuel poverty and make our houses healthy, warm, affordable and fit for purpose in a low carbon economy.

## Crafting a plan for growth and infrastructure

High quality, resilient infrastructure drives competitiveness and economic growth by increasing productivity, reducing costs and extending the reach of business. However, infrastructure planning traditionally has been carried out on a site-by-site basis. We want to continue our move away from this model.

By planning strategically and recognising the interconnectivity and interdependency of different forms of infrastructure, we will support ongoing sustainable growth and the effective delivery of the priorities outlined in the Greater Manchester Strategy.

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We will prepare an integrated infrastructure plan by mapping the investment needed against 'growth' locations to support resilient, low carbon growth. A co-ordinated and prioritised programme of investment will underpin this, including the development of new methods of funding infrastructure to support growth.



# Growth

## Improving connectivity locally, nationally and internationally

Greater Manchester has consistently placed connectivity and transport investment at the heart of its economic strategy. We need to continue to focus investment on the city-region's strategic transport network to further enhance local, national and international connectivity.

We have already made a significant investment in our transport network. Current and future investment streams include: the £1.5 billion Greater Manchester Transport Fund; extra spending power through the Earn Back model; over £50 million investment in a package of enhancements from the Local Sustainable Transport Fund; £560 million investment in the Northern Hub rail network; the development of High Speed 2 to Manchester and Leeds; and the £1.7 billion impact that Manchester Airport has on our economy. The creation of the Combined Authority creates opportunities for even greater impact through a more integrated approach to improvements in our strategic transport network.

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We will continue to deliver the significant funded and planned investment in Greater Manchester's strategic transport network to link people and neighbourhoods with jobs, and businesses to their supply chains and local, national and international markets.

## Placing our city region at the leading edge of science and technology

The world is changing rapidly. The growth of emerging economies such as China and India and trends such as urbanisation, an ageing population, climate change and scarcity of natural resources are happening at an unprecedented pace and scale. Greater Manchester's leading experience in urbanisation and technological evolution puts us in a strong position to anticipate changing global demands and to adapt to them.

We have some phenomenal assets to work with including the Nobel Prize-winning discovery and commercial exploitation of graphene, world-leading research and development in areas including advanced materials, health innovation, energy, biotechnology, high performance computing and chip design and interactive technology and robotics. We have the people, organisations and networks surrounding the research excellence that allow ideas to be taken 'from lab to market' and one of the world's largest clusters of health research, practice and commercial development, along a corridor that is home to Manchester's universities, hospitals, science park and innovation centres.

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We will increase the scale, profile, productivity and credibility of our science and technology assets; increase entrepreneurship and business growth; and bring public, private and academic institutions together to commercialise research and development at pace and scale.

# Growth

## Building our global brand

A distinctive sense of place and strong city brand is critical to attracting talent, investment and visitors. Each part of Greater Manchester has unique selling points – its sheer diversity of communities, landscape and places coupled with its tolerant and welcoming nature are assets we can use to our advantage. Investment in our culture and heritage is a critical part of innovation and growth. We have a strong story to tell, in our social justice and industrial heritage, world-class institutions and our established, internationally recognised brands.

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Led by and drawing on the expertise of Marketing Manchester, we will continue to forge a distinctive sense of place for Greater Manchester focusing on the quality of our business, cultural and lifestyle offer. Marketing campaigns, international conferences, tourism staff training and a network of ambassadors will promote the city region as a place to live, visit, study and invest.

## Supporting business growth with a strong, integrated offer

Whether it's homegrown businesses or those we've encouraged to relocate or invest in Greater Manchester, we will use our combined expertise in business support to attract entrepreneurs, start-ups and fresh talent to the city region.

We want to grow our business base beyond the 90,000 companies we already have operating in Greater Manchester through targeted incentives for those that offer the greatest trade, investment and growth prospects and which respond to Greater Manchester's particular strengths, building on our domestic and international assets.

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We will make it simpler for businesses to access the support they need. We will offer specialist help, advice and support to manufacturers, start-ups, SMEs and those businesses with the greatest growth potential. We will work with Government to make the most of national programmes as well as encouraging businesses to support each other through mentoring programmes and creating links between education and the workplace.

**Whether it's homegrown businesses or those we've encouraged to relocate or invest in Greater Manchester, we plan to attract entrepreneurs, start-ups and fresh talent to the city region.**

# Growth

## Improving our international competitiveness

With an economy worth £48 billion, a population of 2.7 million people, and over 90,000 successful businesses, Greater Manchester already competes on a global scale. In an increasingly global economy, it is vital that more firms establish international trading and investment and that we secure more inward investment. Evidence suggests, however, that our firms are less international than expected for a conurbation of our size. We need to do more to exploit our potential and encourage businesses to sell their goods and services overseas, win more foreign investment, and establish closer collaborative research links with other innovative economies.

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We will maintain at least the current level of international activity with the main markets of Europe and the USA. We also want to develop robust and tailored arrangements to radically increase international activity with the growth markets of China, India, the United Arab Emirates and Brazil, and will explore new partnerships to co-ordinate our approach to investment, enabling us to penetrate these markets.

## Seizing the growth potential of a low carbon economy and increased resource efficiency

The importance of securing a rapid transition to a low carbon economy has long been recognised. We know that cities that move swiftly to adapt to a changing climate will be more competitive, less vulnerable and better prepared to seize the benefits of a low carbon economy. The Stern Review and Greater Manchester's Mini-Stern Review identified that early action in supporting our businesses to change, develop and adopt new technologies is the most cost effective way to reduce risks and increase skills, jobs and growth.

Successful cities will be those that are able to increase standards of living while reducing the consumption of non-renewable resources and minimising waste. We will explore ways to pioneer a smart approach to low carbon city management.

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We will develop Greater Manchester as a 'low carbon hub' to achieve the target of reducing our carbon emissions by 48% by 2020 (from 1990 levels). We will work to improve the energy performance of new and existing buildings, businesses and households and support growth in Greater Manchester's low carbon goods and services sector. We will also ensure that the city region is resilient to the changes in our climate and support low carbon projects and programmes through our joint venture with Green Investment Bank.

# Reform

# Reform

## Delivering an employer-led skills programme

We need our skills system to be the best and most responsive it can be. Through the Greater Manchester Skills and Employment Partnership we will bring employers together with providers and government agencies to bridge the gap between the skills that employers need and those that the skills system is able to deliver. Our ambition is to put Greater Manchester in a position where the skills of its people and the quality of its skills development infrastructure form a central part of our competitive advantage.

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Working collaboratively with employers, employers' organisations and providers at all levels, we will radically improve the design and delivery of skills programmes, focusing on meeting the current and future skills needs of our key growth sectors. This will include encouraging employers to invest in skills, and working with colleges and training providers to ensure the skills needed for the future can be delivered.

## Preventing and reducing youth unemployment

Youth unemployment is the most important labour market challenge facing Greater Manchester. Even during periods of economic growth, high levels of youth unemployment have held our economy back, leaving lasting negative effects on the employment prospects of too many of our young people. Addressing this requires co-ordinated action across a range of organisations, led by the Skills and Employment Partnership, to broaden young people's opportunities and ensure that they can compete more effectively in a difficult labour market.

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We will ensure that all young people in Greater Manchester have access to high quality and impartial information, advice and guidance to develop ambitious but achievable employment aspirations and make informed education and training choices. We want our young people to participate in learning until at least the age of 18 and achieve a level 2 in English and Maths by the age of 19. When they leave school, they will be armed with the basic 'employability skills' that employers seek.

**We are committed to exploring ways to pioneer a smart approach to low carbon city management.**

# Reform

## Delivering an integrated approach to employment and skills

For Greater Manchester to reach its economic potential, we need to support more unemployed residents into work and enable them to progress into higher skilled (and higher paid) roles. Economic inactivity rates – mainly ill-health related – amongst the working age population is one key cause of Greater Manchester’s productivity gap.

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Through our Public Service Reform programme, employment services will be integrated wherever possible to maximise the efficiency of limited resources. The collaborative design and delivery of this programme with a range of partners, including the voluntary sector, will ensure that the reform programme is as effective as possible. Within this programme, we will develop a range of initiatives that can best support individuals back into work and will also support employers in recruiting from priority groups. In addition, we will ensure that our transport network effectively links people with jobs and opportunities.

**Successful cities will be those that are able to increase standards of living while reducing the consumption of non-renewable resources and minimising waste.**

## Encouraging self-reliance and reducing demand through public service reform

The evidence highlights that a significant proportion of public funds are spent on reactive and unplanned ‘crisis’ interventions, rather than targeted, planned and preventative measures and public services. So whilst there is an urgent fiscal need to reform public services, the reform and improvement of public services is also critical in improving the lives and prospects of families and communities into the future.

Our work to date with Government departments has demonstrated that new approaches to delivering public services can reduce overall costs and transform people’s lives. But there is much more work to be done to ensure the required pace and scale of reform can be achieved in practice.

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We will work with Government on a place-based Growth and Reform Framework to transform the scale and pace of progress and jointly invest resources, locally and nationally, on the basis of the strongest evidence about how reform will change behaviours and improve outcomes.

# Reform

## Working with troubled families

There are estimated to be 8,000 troubled families in Greater Manchester. Despite efforts across agencies and through initiatives in the past, there has been limited success to date supporting troubled families towards independence and self-reliance.

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We will take a co-ordinated approach to the troubled families programme. We will monitor the programme's impact and collect evidence to ensure that new methods of intervention can be compared and effective approaches can be expanded where possible.

## Reforming health and social care

Health and social care services represent one third of Greater Manchester's public services and are central to our plans for service reform and improvement. Under our renewed strategy we have the opportunity to promote greater independence, improve wellbeing and build stronger communities. We want families and individuals to be in greater control of their own lives, with better levels of health and improved access to quality services delivered by the right staff, doing the right things, at the right time and where possible, closer to home.

As demand for services continues to increase – a result, for example, of an ageing population and advances in medical care – we will need strong leadership across the healthcare sector, good levels of partnership and a continued culture of reform and improvement. Work is already underway to develop models of integrated health and social care at a scale and pace never previously attempted.

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We are proposing a co-ordinated programme of work, co-designed with Government to consult and engage on the reform of health and social care services. We will support the development of new financial models and focus on system-wide improvement whilst developing a broader wellbeing strategy for the entire city region which creates the conditions for flourishing and resilient citizens.

# Reform

## Improving early years

The crucial period for child development is up to three years of age. However, when an assessment was made in 2012, 40% of children in Greater Manchester were not 'school ready' towards the end of their reception class. The evidence demonstrates that without the right support, these children are more likely to engage in anti-social behaviour by the time they are teenagers and leave school with poor qualifications. The consequences of a poor start can be permanent, limiting an individual's lifetime potential and collectively weakening our city region's skills base and impacting on economic productivity.

Current early years services are too fragmented and fail to see the whole picture of a child's development, and often only identify problems once they become observable and serious; at which point they are harder and more costly to address. We plan to address this as a matter of urgency.

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From 2015, we will change how services are provided to all parents to give their child the best possible start in life, laying the foundations for life-long success through improved universal services; a 'whole child' and 'whole family' approach; early identification of risks; a Greater Manchester-wide approach to improve the sufficiency of high quality childcare; and helping workless parents to access education and training to help them move towards work.

## Transforming the justice system

Crime has fallen in Greater Manchester over the last decade, but is still above the national average with 82.5 offences per 1,000 population compared to 73.4 nationally. Offending has a significant impact on employment, homelessness, parenting and early years, with a quarter of young men in custody being fathers. Crime also impacts on health, with over half of offenders having mental health, drug and alcohol problems.

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We will complement the Ministry of Justice's Transforming Rehabilitation proposals locally and develop investment agreements that build on their Payment by Results rewards. We will implement a series of interventions, including police custody triage; intensive community orders; roll-out of Neighbourhood Justice Panels; and the extension of resettlement support to the key establishments holding 15-21 year olds and women offenders.



**Making it happen**

# Making it happen

Greater Manchester has a number of unique selling points, ranging from diversity, to global sports brands, to the invention and early commercial exploitation of graphene; A further USP for our city region is that we are known for our solid, partnership-based delivery of growth, reform and city leadership. Whether it is transport, culture, knowledge, property, business or public services; we make good on our commitments.

## Governance

We have made significant progress in strengthening our governance arrangements since the 2009 Greater Manchester Strategy. The Greater Manchester Combined Authority enable us to broaden the range of devolved accountabilities, including the negotiation of a Place-Based Settlement with Government, to secure greater influence over delivery of public services to enable radical long-term reform. It also enables an agreed evolution of our governance arrangements to maintain a clear focus for our work and effective responses to ever-changing circumstances.

## Implementation

Implementation of the strategy will be based on the principle of '10+1', where action will be supported across all ten of our local authority areas by the collective drive and ambition of our Combined Authority. We will focus on the key strategic city region issues which, when addressed collectively, add value to work already underway at local authority level. Because many of the strategic priorities will require action by third parties, the implementation plans will be jointly developed, owned and monitored.

## Managing performance

Knowing whether we are on track is crucial to delivering the Greater Manchester Strategy. We have developed a set of indicators of performance that we will use to measure our progress and we have set a series of challenging and ambitious targets to achieve by 2020.

## Investment

This strategy will require innovative approaches to investment. This is fundamentally concerned with achieving the maximum return from public spending – seeking to harness the power of the market to stimulate stronger economic growth in the long term.

Our approach to investment has been endorsed by Government through our City Deal and the Greater Manchester Investment Framework is up and running and delivering results. Of course, we are keen to develop it further over time and are committed to strengthening our approach. The Investment Team is working with local authorities to deliver game-changing projects – there are nearly 100 projects in the pipeline, all of which will make a significant contribution to the Greater Manchester economy.

**“What next, for the  
city that would make all  
others old fashioned?”**

This summary sets out our direction of travel and our shared resolve to bring together two interconnected strands of activity: business success and economic growth; and public service reform, improvement and greater levels of social and environmental sustainability.

As Government looks to devolve greater levels of responsibility to local areas, our city region is ready to perform beyond expectations and provide a lead to others. We know that we have everything to gain by moving early and with a broad base of support from partners across all sectors. This is a strategy widely owned and ready to be acted upon.

Across the ages and across the world, cities have risen and fallen; a few have sustained themselves and through a process of constant reinvention, they have continued to prosper. What matters is the people of the city, their knowledge and ingenuity, their skills and drive to succeed, their connection with a place as they help to shape its culture, its environment and its future success.

**This is what makes a great city, but greatness is earned, and Greater Manchester is ready to make a living. We stand together, we thrive together and we're good, together.**



Image courtesy of TfGM

**Appendix**  
**Summary table of**  
**priorities and actions**

# Growth

<b>Reshaping our economy to meet new, global demands</b>	Providing a flexible and efficient plan for identifying locations, attracting investment and helping existing businesses expand into new markets.
<b>Developing an investment strategy based on market needs</b>	Ensuring a market-facing investment strategy that will deploy public funding and assets based on private sector leadership.
<b>Revitalising our town centres</b>	Providing direct financial support through a market-facing investment strategy, supporting local authorities.
<b>Creating the spaces and places that will nurture success</b>	Creating a bespoke approach to future land requirements, based on growth forecast, market demand, viability, strategic fit, transport and infrastructure implications.
<b>Stimulating and reshaping our housing market</b>	Promoting housing growth through new development models; tackling financial barriers; and easing development. Promoting energy efficiency.
<b>Crafting a plan for growth and infrastructure</b>	Delivering an integrated infrastructure plan mapping the investment needed against 'growth' locations to support resilient, low carbon growth.
<b>Improving connectivity locally, nationally and internationally</b>	Continuing to deliver funded and planned investment in our strategic transport network to link people and neighbourhoods with jobs, and businesses to their supply chains and markets.
<b>Placing our city region at the leading edge of science and technology</b>	Increasing the scale, profile, productivity and credibility of science; of entrepreneurship and business growth; and commercialising research and development at pace and scale.
<b>Building our global brand</b>	Creating a distinctive sense of place, focusing on the quality of our business, cultural and lifestyle offer through marketing campaigns, international conferences, tourism staff training and a network of ambassadors.

# Supporting business

<p><b>Supporting business growth with a strong, integrated offer</b></p>	<p>Providing specialist help, advice and support to manufacturers, start-ups, SMEs and those businesses with the greatest growth potential.</p>
<p><b>Improving our international competitiveness</b></p>	<p>Maintaining international activity with the main current markets of Europe and the USA and radically increasing international activity with the growth markets of China, India, the United Arab Emirates and Brazil.</p>
<p><b>Seizing the growth potential of a low carbon economy and increased resource efficiency</b></p>	<p>Increasing our climate resilience and developing a low carbon hub to achieve the target of reduced carbon emissions. Improving the energy performance of buildings, businesses and households and supporting growth in our low carbon goods and services sector.</p>



# Reform

<b>Delivering an employer-led skills programme</b>	Radically improving the design and delivery of skills programmes, focusing on meeting the current and future skills needs of our key growth sectors.
<b>Preventing and reducing youth unemployment</b>	Ensuring that all young people have access to high quality advice and guidance to develop sound employment aspirations and make informed choices.
<b>Delivering an integrated approach to employment and skills</b>	Integrating our employment services wherever possible to maximise the efficiency of limited resources, through our Public Service Reform programme.
<b>Encouraging self-reliance and reducing demand through public service reform</b>	Working with Government on a place-based Growth and Reform Framework to transform the scale and pace of progress and jointly invest resources on the basis of the strongest evidence.
<b>Working with troubled families</b>	Using troubled families programmes to collect evidence to ensure that local delivery models can be compared and effective approaches can be scaled up where possible.
<b>Reforming health and social care</b>	Developing a co-ordinated programme of work, co-designed with Government, to consult and engage on the reform of health and social care services.
<b>Improving early years</b>	Improving universal services; a 'whole child' and 'whole family' approach; early identification of risks; high quality childcare; and helping workless parents to access education and training to move towards work.
<b>Transforming the justice system</b>	Implementing a series of interventions, including police custody triage; intensive community orders; roll out of Neighbourhood Justice Panels; and the extension of resettlement support.



Image courtesy of Dig the City





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