

**Manchester City Council
Report for Resolution**

Report to: Finance Scrutiny Committee - 23 July 2015
Executive - 29 July 2015

Subject: Manchester Strategy 2016 - 2025

Report of: Chief Executive

Summary

The purpose of the report is to provide members with an opportunity to consider a draft version of the updated Manchester Strategy and to seek agreement to formally consult on the document. When finalised, this document will replace the Manchester Partnership's existing Community Strategy, which covered the period 2006 – 2015.

Recommendations

Finance Scrutiny are recommended to:

1. note the progress that has been made, through working with the Manchester Partnership and Manchester Leaders' Forum, in updating the Manchester Strategy to reflect the changing context in which the city is operating;
2. comment on the content of the draft document, attached at appendix 1 to this report forwarding these comments to the Executive.

The Executive are recommended to:

1. note the progress that has been made, through working with the Manchester Partnership and Manchester Leaders' Forum, in updating the Manchester Strategy to reflect the changing context in which the city is operating;
 2. comment on the content of the draft document, attached at appendix 1 to this report; and
 3. agree to delegate authority to the Chief Executive, in consultation with the Chair of the Executive, to agree a final draft version of the document for the purposes of public consultation.
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Wards Affected: All

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- The Manchester Way – Manchester’s Community Strategy 2006 - 2015
- Manchester’s Community Strategy Refresh 2012 – 2015 (Strategic Narrative)
- Manchester Partnership - Review of the Manchester Board, Report to the Executive, 18 December 2013
- Manchester Strategy 2015 – 2024, Report to Finance Scrutiny Committee, 28th August 2014

1. Introduction

- 1.1 In August 2014, Finance Scrutiny Committee considered a report that set out a proposed process for developing a new Manchester Strategy to replace the Manchester Partnership's existing Community Strategy that covered the period 2006 – 2015.
- 1.2 Manchester's Community Strategy was developed to provide a shared vision for Manchester and a framework for action to deliver the city's goals. The Community Strategy originally had a legislative basis and provided the context for Manchester's Local Area Agreement with government. Progress on the delivery of the Community Strategy is overseen by the Manchester Partnership.
- 1.3 Since 2006, the context in which the city is operating has changed substantially. Manchester was the fastest growing city in the country in the period before the last Census, and much of this growth has been driven by increases in working people and their young families. Whilst Manchester's economy has been resilient during the economic downturn, the current economic and fiscal environment presents significant challenges for Manchester and as a city we have recognised the need to focus our efforts both on investment in growth and reducing dependency through early intervention and integrated delivery and commissioning. Governance and partnership arrangements have also evolved, in particular at a city region level with the establishment of the Greater Manchester Combined Authority, the appointment of an Interim Mayor and the creation of the Local Enterprise Partnership.
- 1.4 To reflect this changed context, the Manchester Partnership refreshed the Community Strategy in 2012 with the Strategic Narrative, realigning the city's priorities under the themes of growth, people and place. Over the last year work has been taking place, under the direction of the Manchester Leaders' Forum, to produce a new Strategy that will provide a refreshed vision for the city and a framework to guide progress over the coming ten years.

2. Developing the Strategy

- 2.1 The new Manchester Strategy has been developed through the Manchester Partnership's structures. The partnership brings together public, private and third sector organisations across the city to deliver on Manchester's shared priorities.
- 2.2 Partnership working remains essential to the delivery of our priorities for the city, but the nature of these arrangements has changed considerably over the last few years. The city has always arranged partnership working according to our local needs and moves by Government away from a statutory framework with national targets has given us further room for flexibility. The nature of partnership working has also moved on from coming together to agree shared priorities towards ensuring that the right mechanisms are in place to ensure their delivery.

- 2.3 During 2013 the Manchester Partnership undertook a review of its strategic governance arrangements. As a result of this review the former Manchester Board was disestablished and replaced with a new Manchester Leaders' Forum.
- 2.4 The Manchester Leaders' Forum was established to respond to the changed context in which the Manchester Partnership operates. It comprises 42 members who are leaders in their fields from across the city, and who represent public, private and third sector partnerships and networks in both Manchester and Greater Manchester. Sir Richard Leese, Leader of the Council chairs the group. Cllr Priest, Cllr Sue Murphy, Sir Howard Bernstein, Dr Maria Balshaw and Gladys Rhodes-White are all also members of the Forum. The full membership is attached at Appendix 2.
- 2.5 The purpose of the Leaders' Forum is to provide strategic leadership for the wider partnership on the delivery of the city's priorities of growth, people and place. This model enables the Manchester Partnership to draw on the leadership and expertise of the city's leaders in a more flexible way, and facilitates transparency of dialogue and decision-making by enabling members to act as ambassadors for the city and its strategic priorities among their networks.
- 2.6 Over the last year the Leaders' Forum has played a crucial role in providing strategic direction to the wider partnership on the development of the Manchester Strategy and in engaging the wider city in a debate about Manchester's future vision. In addition to the formal Forum meetings, informal bilateral meetings and a number of discussion sessions were held to develop the more detailed content and framework for the Manchester Strategy. These discussion session involved a wider group and focussed on the following themes:
- **Sustainable growth for Manchester** (Manchester's role as the largest and fastest growing economy outside London and potential for future sustainable growth);
 - **Living city** (How patterns of living in the city will change over the next ten years); and
 - **Unlocking community potential** (Enabling residents to live healthy, happy, fulfilled lives by unlocking the potential of our communities).

3. Manchester Strategy 2016 - 2025

- 3.1 As set out above the context for the new Manchester Strategy is substantially different from the situation that existed at the time the previous Community Strategy was developed. The city now has the flexibility to determine a framework for setting and monitoring shared goals to suit local needs without a statutory framework.
- 3.2 The updated draft Manchester Strategy (copy attached at appendix 1) is influenced by the Greater Manchester Strategy, which was refreshed in 2013. The Greater Manchester Strategy sets out a vision for 2020 of a new model

for sustainable economic growth based around a more connected, talented and greener city region, where all residents are able to contribute to and benefit from sustained prosperity and a good quality of life. To achieve this ambition the strategy sets out a programme of action based on reforming public services and driving sustainable economic growth.

- 3.3 The Strategy is also influenced by the recent Government announcements regarding the establishment of a Northern Powerhouse. A key objective of the initiative is to enable the economies of the cities of the North of England to develop and deliver higher levels of productivity, thereby enabling them to provide a more effective counterbalance to the economy of London and the South East. Manchester will have a pivotal role to play if this objective is to be achieved and the Strategy seeks to provide a framework through which the city's growth is harnessed for the benefit of all.
- 3.4 There are already strong synergies between these Greater Manchester and national priorities and the themes of growth, people and place set out within the Manchester's refreshed Community Strategy 2012-15. The updated strategy therefore looks to build on the city's vision of Manchester as a world class city as competitive as the best international cities.
- 3.5 The draft Manchester Strategy sets a long term vision for Manchester's future and describes how we will achieve it. It provides a framework for actions by partners working across Manchester, in public sector organisations, businesses and the voluntary sectors and in communities. All of these organisations have a role to play in making Manchester the best it can be.
- 3.6 The Strategy contains an overarching vision for the city as set out below:

Our vision is for Manchester in 2025 to be in the top flight of world class cities:

- with a competitive, dynamic and sustainable economy that draws on our distinctive strengths in science, advanced manufacturing, culture, creative and digital business, cultivating and encouraging new ideas
- with highly skilled, enterprising and industrious people
- that is connected, internationally and within the UK
- that plays its full part in limiting the impacts of climate change
- where residents from all backgrounds feel safe, can aspire, succeed and live well
- that is clean, attractive, culturally rich, outward looking and welcoming

- 3.7 The document is then structured under five key themes, namely:

- A thriving and sustainable city
- A highly skilled city
- A progressive and equitable city
- A liveable and low carbon city
- A connected city

- 3.8 Under each theme a series of actions is proposed together with measures of success through which it is intended to monitor progress in achieving the aims and objectives of the document.

4. Next steps

- 4.1 Members are asked to consider and comment on the draft document. Subject to members' views, the intention is to consult widely on the strategy over the period until the end of September. This will involve a programme of public engagement about the future of the city as well as consultation with our partners involved in directly delivering aspects of the strategy. An amended final version of the document will then be developed once the comments received have been considered and an implementation plan developed. The revised final version of the document will then be submitted to Finance Scrutiny and Executive Committees before being formally approved by Council in November on the recommendation of Executive.

Draft Manchester Strategy

Foreword

1. Manchester today

2. Shaping the future

3. Manchester 2025

4. Achieving our vision

A thriving and sustainable city

A highly skilled city

A progressive and equitable city

A liveable and low carbon city

A connected city

5. Delivering the strategy

Foreword

The Manchester Strategy sets a long term vision for Manchester's future and describes how we will achieve it. It provides a framework for actions by partners working across Manchester, in public sector organisations, businesses and the voluntary sectors and in our communities. We all have a role to play in making Manchester the best it can be.

This strategy is being written at a pivotal moment for Manchester. The last 20 years have seen enormous change – to the fabric of the city and the experiences of many people who live here. We are a rebuilt city that has emerged from our post industrial past, stronger and ready to face the future. The challenges that the city will face over the next ten years and beyond will however be just as significant as those of the past. Manchester will need to ensure that it earns its living in an increasingly competitive world in which patterns of trade are changing, new economies are growing very rapidly and where a changing global climate puts a premium on shifting to a low carbon economy.

To succeed in the future, the city will increasingly need to influence and guide its own destiny; to identify our distinctive attributes and qualities and to play to our strengths; to work collaboratively with our neighbours on those issues where we have a common interest; and to continue to seek creative and innovative approaches through collaborative working within and across partner organisations.

We are entering a new era for cities, with powers being transferred from Government to Greater Manchester and a growing recognition of our economic potential. To continue to succeed we need secure and dependable investment streams and the power to influence and shape our future destiny. Huge challenges remain and life chances for too many people remain limited. This strategy recognises this and the critical importance of creating a fair and equitable city where everyone can contribute to and share in success. With the right tools we will be equipped to build on the progress of recent years and ensure that the city grows in a sustainable way with all residents benefitting from its future success.

This draft strategy has been developed by the Manchester Leaders Forum, chaired by Sir Richard Leese. This is a group of leaders from across the city, established in June 2014 with the express intention of shaping the long term strategy for Manchester and overseeing its implementation. Every year we will show our collective progress through the State of the City report.

Many groups have already been involved in developing the strategy, as we continue to shape the strategy and develop the plans to drive it forward we are now consulting even more widely. We would welcome your views and ideas.

Cities of the Future

This is the age of the city. More people are living in ever bigger cities. By 2050 two-thirds of the world's population will live in cities. Patterns of trade and growth are changing and over the next 10 years a quarter of the top 600 cities will be replaced by new cities – most in China and the East.

So where does this leave cities like Manchester, and how can we compete in a fast changing world?

Future success for mid-sized cities will be about being distinctive, attractive places with strong city to city trading links. The mid-sized cities that will be most successful and have a long term sustainable future will be those that are attractive to both people and businesses. We see this already in cities like Copenhagen, Austin, Amsterdam, Vancouver and Portland. It is notable that for each of these cities, progress towards a low carbon future is already driving prosperity, international profile and improved quality of life.

They will have a thriving, buzzy economy and myriad opportunities for the people who live there. They will support a good quality of life enabling them to retain and attract the best talent and in turn attract business through a highly skilled and stable labour market. Wages and living costs will be in balance and there will be plenty to entertain and interest the people who live there and visit. The cities will be well thought out to allow for density, they will have good quality public transport, access to beautiful green spaces and waterways and importantly encourage equity and a sense of community and participation. Smart investments in new energy infrastructure will create new revenue streams that can be retained and reinvested locally. These cities will be sustainable places in the fullest and truest sense.

1. Manchester today

Manchester today is unrecognisable when compared with Manchester in the 1980s and 90s. Not only has it undergone a huge physical transformation but it has also seen a transformation in its economy, its population and in the quality of its environment. The major changes to the physical and social fabric of the city since our last Manchester Strategy was developed in 2005 have been charted over the last ten years and reported in our annual State of the City reports.

We are entering a new phase of the city's evolution, building on our track record of regeneration and growth with the opportunity to create a distinctive and sustainable future. The city needs to continue to play its part in the economic growth of Greater Manchester and in increasing the productivity of Greater Manchester by attracting higher value sectors, supporting investment in business and getting more of our people into work. The city needs to continue to play its part in the economic growth of Greater Manchester and in increasing the productivity of Greater Manchester by attracting higher value sectors, supporting investment in business and getting more of our people into work.

Our current and future success is not simply about what is happening in Manchester, but is inextricably linked to what is happening beyond the city's boundaries in other northern cities like Leeds, Liverpool, Sheffield and Newcastle. This city has a tradition of looking outwards – to other international cities such as Wuhan in China where we have built strong civic and economic relationships, within the wider region where we are working increasingly closely with neighbouring cities and areas like Cheshire, and within Greater Manchester which has a single economy and the scale required to make an impact whether that is negotiating with Government or attracting overseas investment.

This city's transformation has seen:

More jobs in new sectors - There are over 390,000 jobs in Manchester. People are attracted to the city because of the wealth of jobs provided by the businesses here. Our economic base continues to diversify with new high value sectors emerging. The difference between the wages earned by residents and those earned by people working in the city is narrowing.

A growing and changing population - The number of people living in our city is growing rapidly and the city is becoming younger and more diverse. Between 2001 and 2011 our population grew by 19%, making us the fastest growing city in the UK outside London. Our best estimate is that there are now in the region of 550,000 people living in Manchester. This is driving new models of public service delivery.

Improved housing - More homes have been built and the existing social housing stock comprehensively improved. The most significant residential growth has taken place within the city centre, where close to 50,000 people now live. At the 2007/08 peak Manchester saw over 5,400 new homes built in a year. Today, there are very few empty homes - partly due to demand for homes from those households who want to live and work in the city.

Transport investment - Today 73% of journeys into the city centre in the morning peak period are made by public transport, on foot or by bicycle. The Campaign for Better Transport has recognised Manchester as the best city outside London to live without a car. New Metrolink lines are in place to Rochdale, Ashton via East Manchester, Chorlton, Didsbury and through Wythenshawe to Manchester Airport. A second line through the city centre is currently under construction along with other major bus and cycle infrastructure projects.

Stronger international connections - Manchester Airport is a major international gateway serving not just Greater Manchester but the wider North. There are flights to over 180 destinations including across Europe, the US, Middle East and recently China. Capitalising on its location and connectivity work has begun on Airport City, a new commercial district for high end logistics, advanced manufacturing and European Headquarters.

Expanding and improving schools - Major school expansion programmes are underway as the number of children in the city has grown, these expansions build on the substantial works to upgrade existing schools. In 2013 we had around 4,000 more primary school aged children than at the 2011 census. At the same time, primary school attainment in Manchester has surpassed the national average and our secondary schools are not too far behind with a dramatic improvement in performance at key stage 3.

Science, research and development - Our universities and hospitals have benefited from sustained investment over the last ten years. The renewal of the University of Manchester and Manchester Metropolitan University's estates alone had a combined value of £1bn. With over 70,000 students, Oxford Road is the largest clinical academic campus in Europe. Private sector partners are supporting development including the creation of CityLabs and the expansion of Manchester Science Park. Manchester Metropolitan University has worked with the community to develop the new Birley Fields Campus, an exemplar of sustainable design.

Climate change action - The city has reduced its carbon emissions by 20% from 2005 levels and is currently on track to reach a 29% reduction by 2020. Work to date provides a good platform for scaled-up activity and new innovation in order to meet the 41% target and to realise the opportunities for further cost savings and new local carbon investment opportunities. The University of Manchester – Bruntwood EcoCities research and other projects provide a good understanding of how Manchester's climate is likely to change over the coming decades.

Environmental improvements and challenges - Investment has improved our green spaces and the way we can use our canals and river valleys. Trees and appropriate landscaping are incorporated into development and the city centre has seen the creation of new green spaces such as Angel Square and MMU's Birley Campus. Major new public spaces such as St Peter's Square are taking shape and will add to the attractiveness of the city centre. Further investment and partnerships will create and maintain our green spaces and waterways so that they are central to the city's growth. Poor air quality remains a challenge in some parts of the city.

Educational improvement - The city has more people educated to degree level and fewer people with no qualifications. Around 20,000 students graduate every year with an increasing number choosing to live and work in the city.

Culture and sport - Despite cuts to public spending Manchester continues to invest in culture, sport and open spaces. The social and economic benefits to our city are huge, with world class facilities, such as the Whitworth Art Gallery, HOME, Central Library, the National Cycle Centre and Etihad Campus enjoyed by residents and visitors alike.

Deprivation, poor health and poverty - The number of people claiming out of work benefits is reducing with fewer people on benefits in the city than a decade ago. However, there remain significant areas of deprivation. These areas often have high levels of preventable diseases and experience some of the worst health in the country. The number of children in poverty has been reducing, but absolute numbers are still too high.

Voluntary and community groups - Despite the challenging funding environment Manchester has a large, diverse and thriving voluntary and community sector with approximately 100,000 volunteers supporting over 3,000 organisations improving the quality of life in the city. In addition to this more than 10,000 have signed up to volunteer through 'Volunteer Centre Manchester' to support events like Manchester International Festival and Manchester Day. Though difficult to quantify, many more residents give up their time to support activity in their communities and neighbourhoods.

2. Shaping the future

As a city we have the opportunity to shape much about our future, particularly in terms of transport, skills, health and housing with new powers devolved to the city region. But as we look ahead at the next ten years there are some key global and national changes that will impact on Manchester's future over which we have less control. We need to respond to and shape these where we can.

Changing patterns of trade - Emerging markets and cities are growing fast in China, India, South America and Africa. There are risks for the city if we fail to find a distinctive role and way to interact and exchange with these new partners. But there are also opportunities. The drive towards urbanisation and the fall and rise of cities creates a market for technologies and services that support urban investment, sustainability and regeneration. Many of the challenges we have in Manchester are challenges that will be faced in cities around the world. New technologies and environmental necessity provides a stimulus and opportunity to find local solutions to those challenges and sell these ideas to international markets.

Climate change - Climate change poses a major global threat. Manchester's target is to reduce CO2 emissions by 41% by 2020 from 2005 levels. Through a combination of local action and national policy on energy and transport we are projected to make a 29% reduction by 2020. The target is extremely challenging given national energy policy and the impact that has on the sources of energy that drive the national grid. But we must play the greatest role we can. Regardless of future reductions in carbon emissions we know that the carbon already in the atmosphere will lead to warmer and wetter winters, hotter and drier summers and more periods of extreme weather. We need to prepare and adapt to these changing weather patterns. Well designed and planned cities have the potential to be the most sustainable places. We can use our science and tech base to support low carbon technologies and export these innovations around the world.

Changing labour and housing markets - Patterns of work are changing, with many jobs requiring higher skills and more people changing careers during their working lives. Changes in the nature of work will see reductions in those jobs that require mid-level skills over the next decade. As mortgage finance has become constrained the average age of a first time buyer has risen. More people are renting in the private sector and for longer. Social housing has become a smaller proportion of our total housing stock and while quality has improved, fewer people are able to access it. We need to be able to access finance to remediate brownfield land to allow new housing to be developed in the centre of the conurbation.

Welfare Reform - There is evidence that reforms to welfare are polarising neighbourhoods. Changes to welfare have made social and private rented housing tenures less secure for many people. Policies to widen right to buy will bring further reductions to the stock of social rented properties and could further reduce investment in the social housing sector.

Sustained reductions in funding for public services - Since 2010 public services have experienced sharp funding cuts. This has disproportionately impacted on cities and more deprived areas. Future spending reductions will fall heavily on those budgets that have not been 'protected' as part of national spending plans. Public services, the voluntary sector and communities need to adapt to find new ways of working although there will inevitably be an impact on the types and level of service on offer.

Devolution - Greater Manchester has secured a constitutional breakthrough taking on major new powers for transport, housing, skills, health and policing. This is just a first step and over the coming years there will be the opportunity for further devolution with a major priority being to exercise more control over national policies and programmes which impact on the stability and success of neighbourhoods. A new Metro Mayor will provide additional leadership capacity and direct accountability working with the leaders of the 10 districts as part of the existing Greater Manchester Combined Authority. As we look to the decade ahead Manchester has a strong platform to address its challenges. The investment we have made in our city, its people, infrastructure and businesses is already paying dividends in terms of jobs and prospects but we need to continue our approach to ensure a long term sustainable future. The devolution of powers from Government will allow us to seize opportunities that lie ahead; deliver further growth and address the problems we face with the power to implement connected and informed local action.

3. Manchester 2025

Our vision is for Manchester in 2025 to be in the top flight of world class cities:

- with a competitive, dynamic and sustainable economy that draws on our distinctive strengths in science, advanced manufacturing, culture, creative and digital business, cultivating and encouraging new ideas
- with highly skilled, enterprising and industrious people
- that is connected, internationally and within the UK
- that plays its full part in limiting the impacts of climate change
- where residents from all backgrounds feel safe, can aspire, succeed and live well
- that is clean, attractive, culturally rich, outward looking and welcoming

We will continue to build and invest in the city by working with our partners to drive forward growth. Partnerships such as Manchester Life will help to continue to regenerate key neighbourhoods in the city. Developments such as St John's will further expand the cultural prospects of the city and increase housing and jobs. By 2025 we want to see major transformation underway or complete in areas like the Irk Valley, Collyhurst and Ancoats. These will incorporate good quality outdoor spaces that make the most of the natural environment and existing parks, canals and rivers and they will be well connected to the city centre. The Corridor area around the Universities and Central Manchester Hospital Foundation Trust, Eastlands, Central Park, Airport City and the city centre will be the major areas for new jobs, a large proportion of which will be in our high growth sectors.

In achieving our vision as a city, over the next 10 years we will:

- create new jobs accessible to Manchester residents, reducing the number of people who are out of work
- ensure everybody is paid at least a real Living Wage
- reduce the gap between our residents' wages and the average earned in the city
- increase school results so that they are significantly higher than the UK average
- increase the proportion of graduates living in the city
- improve the health and wellbeing of the people who live in the city and have more active adults and children
- reduce our carbon emissions by 41% by 2020 and have a long term plan for further reductions to 2030 and beyond
- be a beacon for sustainable design
- build well designed, energy efficient, and sustainable homes constructed with a diverse mix of ownership and rent options that meet the needs of the people who live in the city
- be a city recognised for its high quality of life with improved green spaces and access to world class sports, leisure and cultural facilities
- encourage a strong sense of citizenship and pride in the city
- increase productivity for the benefit of the city and the UK as a whole

The Strategy charts a course to achieve this aim. It builds on the city's existing long term strategic direction and sets out our priorities for the decade ahead.

4. Achieving our vision

A thriving and sustainable city

Supporting a diverse and distinctive economy that creates jobs and opportunities

To be successful in the long term Manchester needs to continue to support and attract good quality jobs. Manchester's economy is large and diverse, with over 390,000 jobs in the city. It is well known as a good place to invest and do business. Our broad economic base helped us weather the recession relatively well compared to many places. In 2015, Manchester created jobs at a faster rate than London.

The largest numbers of jobs in the city are in financial and professional services. This strong and varied sector containing everything from banking to building services will continue to form a large part of our economy. Financial and professional services along with other traditional sectors such as retail are increasingly using technology to develop and grow, and find Manchester a good place to locate given the ready access to a large labour market, affordable locations and good connections to international markets.

The city has also developed a number of fast growing clusters that are internationally distinctive. These include creative and media businesses, digital, life sciences and advanced manufacturing sectors. These are growing fast, building on the rich seam of research excellence and innovation in our Universities and existing business strengths. Forecasts show that they will continue to grow quickly and drive our economy. They contribute significantly to the city's vibrancy and dynamism – attracting people and visitors and encouraging investment and new ideas.

Manchester is known as a leader in creative and media businesses. We are the second largest cluster of this type in Europe. This is anchored by large organisations in the city region like the BBC and ITV and the wider eco-system of businesses that support the creation of digital content. We have a world class reputation for developing 'creative content' bringing together our expertise built over a generation in broadcast media, creativity and design with our ability to exploit new digital platforms. We are making content for broadcast, games, apps and designing new retail channels which are made in Manchester and sold around the world. Our businesses are using new technology to stay at the leading edge of their fields.

Manchester's cultural organisations have an important part to play in the city's growth. They employ around 1000 people directly but also generate more jobs in the wider economy to support visitors from the city itself and beyond. As they continue to develop more jobs will be created.

The construction sector is also growing fast and commercial, housing and infrastructure investment projected over the next 10-20 years will continue to drive growth in a very wide range of professions. We will need engineers, architects and people skilled in modern construction methods.

We will also need more teachers, health care workers and professionals to work in our retail, hospitality and food & drink industries. Together these and other occupations act to support an attractive, vibrant and growing city.

Social enterprise and community businesses can provide an important contribution to the economy of the city. The key will be for these businesses to be self-sustaining in the real economy.

We need to ensure that across the board the benefits of new jobs are felt directly in the city and ensure that more Manchester people of all skill levels are employed in quality jobs. We will need to work to up-skill people for the range of jobs in our growing and established sectors in the future and in turn, attract more businesses to set up in the city. We want to encourage all businesses in the city to provide good quality, stable employment and contribute to the city's wider success.

Science is, and always has been, at the core of the city's achievements. The focus must now be on how we turn our world class research into commercial ideas and in turn create benefits for the people who live and work in the city. Major investment is supporting our science base - the Sir Henry Royce Institute for Advanced Materials, National Graphene Institute, Graphene Engineering Innovation Centre, the Square Kilometre Array at Jodrell Bank, Manchester Science Partnerships expansion and investment at Alderley Park are the latest. A new Academic Health Science System is being created that will bring Universities, hospitals, GPs and industry together to use Manchester's excellence in health innovation to generate new investment and economic growth and improve the health of Manchester residents. Manchester is the 2016 European City of Science. We will use this as a springboard for exploiting our research strengths over the next decade.

We have a history of using our assets to generate benefits for the city. The transformation of our economy has drawn on our assets and will continue to do so – the Universities and hospitals, our cultural institutions, the airport, private, public and voluntary sector all have a vital part to play.

Corridor Manchester is one of the largest higher education campuses in the UK with nearly 70,000 undergraduates and postgraduates studying at the University of Manchester, Manchester Metropolitan University and the Royal Northern College of Music. Alongside the universities sits the Central Manchester University Hospitals NHS Foundation Trust (CMFT) a leading Trust for teaching, research and specialist services. The CMFT incorporates the Manchester Royal Infirmary - the site of many pioneering medical breakthroughs and the Manchester Royal Eye Hospital - one of the largest teaching eye hospitals in Europe.

This area, with its dense cluster of knowledge intensive organisations is a key driver for our economic growth. It attracts businesses who want to innovate and grow, that recognise the major benefits of being located in an area rich with innovation and new ideas. As a city we are focussing on how to turn ideas into commercial products that we can use to benefit the city by creating 14,000 high quality jobs in the Corridor and attracting new businesses to invest.

Major investments by the Universities and hospitals have been augmented by new research, incubation and science park facilities which provide the foundation for commercialising these assets. The Manchester Science Park (MSP) which supports collaboration between entrepreneurs, inventors, researchers and businesses plays a key role in this. CityLabs is the £25m flagship redevelopment by MSP of the city's former Royal Eye Hospital into 100,000 Sq ft of bespoke-built biomedical facilities. This high quality facility has attracted the CMFT, The Manchester College, NHS spin-out TRUSTECH, Icon Developments and Hitachi who will carry out "Big Data" work on healthcare innovation.

Our shift to a low carbon economy will be supported by the growing number of businesses already providing low carbon and environmental goods and services. This growth has and will continue to exceed national rates of growth. We expect exports to rapidly growing overseas markets to increase. Our other businesses will benefit from this local expertise, helping them to improve energy and resource efficiency in the face of ongoing price rises to vital resources.

We will continue to plan the city so that there is space for businesses to grow. This means a good supply of well designed office space for large businesses and professional services in locations like Spinningfields, Airport City and at Piccadilly, but also affordable and bespoke space for new and creative businesses and our science sector. The St John's area of the city centre will become a major new centre for creative and cultural business anchored by the Factory, Manchester's new arts and culture venue.

We will continue to support our businesses through joined up and easy to access services provided through the Manchester Growth Company and Business Growth Hub. We will look to raise the levels of our exports and build on the city's tradition of selling its ideas to the world.

We will also further encourage the networks within and between sectors such as those that have been forged in the Corridor. The most innovative and successful cities are alive with connections and creativity brought about by people sharing ideas across traditional divides. Integration between public, private and voluntary sectors provides a rich opportunity for sharing learning and expertise.

Over the coming decade we will continue to build on our strengths but importantly we need to be flexible and adapt to change, responding to changing markets and seizing opportunities as they emerge.

As a city we will:

- Create the conditions for growth for established and emerging business sectors
- Chart a course to becoming a leading digital city
- Capitalise on the commercial potential of research and innovation – particularly in Advanced Materials and at key employment areas such as The Corridor and Airport City
- Up-skill the city's workforce to ensure Mancunians can benefit from the new jobs created here

- Maximise the potential of the Business Growth Hub to support Manchester businesses and entrepreneurs
- Improve the resource efficiency, carbon and environmental performance of all business sectors

Measures of success:

- Significantly increase the number of jobs in the city
- Reduce the number of residents on out-of-work benefits
- Growth in economic output
- Increase in productivity
- Increase in floorspace that meets the needs of key sectors
- Commercialisation of Graphene and associated technologies
- Reduce CO₂ emissions per £m GVA

A highly skilled city

World class and home grown talent sustaining the city's economic success

Manchester is in the top tier of international cities for higher education. Our Universities draw on a richly diverse staff and student population originating from over 150 countries across the globe. Manchester University is the 38th best teaching and research university in the world.

With a rapidly growing and youthful population, Manchester has enormous potential. There is a rich variety of opportunities to carve out successful and fulfilling careers in many fields – be it in blue chip companies, as entrepreneurs with a bright idea, within our important public services or our service industries. The spirit of enterprise within the city needs to be nurtured. The city needs to ensure that all Mancunians are connected to these opportunities, equipped with the right skills, qualifications and resilience, so that Manchester is a city where everyone can develop and flourish. We will do this by creating a clear link between the economic opportunities in the city and developing the skills that people will need to compete for good jobs.

It is important that children and young people growing up in Manchester aspire to be part of the city's success. We need to create clear pathways for our young people to ensure that they can fulfil their potential, improve their skills for work and earn a decent wage. This could be through increasing numbers of residents moving into higher level and technical apprenticeships or increasing the number of residents going to university. The range of pathways available will reflect the breadth of our economy and diversity of our population. Addressing the geographical disparities across the city is essential if people are to have the right skills to access the higher value, higher skilled jobs that are increasingly leading the economy of the city.

We need to better connect our skills and education system with employers in the city, so that skills, training and apprenticeships clearly relate to the city's growth sectors, creating a pipeline of employable people with the necessary qualifications to succeed.

Schools are the custodians of Manchester's next generation of inventors, scientists, teachers, nurses and high-tech engineers. We need to connect our economic growth sectors with the core education curriculum taught in our schools. The city has made great strides in raising educational attainment and we need to continue to drive up standards with a particular focus on Science, Technology, English and Maths (STEM) as well as digital and coding skills. Excellence in these subjects is key to our young people securing employment in the jobs of tomorrow whilst at the same time recognising the increasing value of arts and culture in the city.

Schools also have a wider role to play in instilling confidence and aspiration, social literacy and a culture of respect, preparing young people for the workplace and indeed for life. It is vital to help them to develop into confident young adults with the drive and the social, communication and critical thinking skills they need to succeed.

As a city we need to help every child have the best possible start in life through a radical overhaul of the early years system and ensure that every child arrives at school ready to learn.

A critical outcome of this focus on skills has to be our residents ability to get quality jobs, which pay well and offer security and the prospect of progression and development. The changing nature of work means that people will need to continue to develop new skills through their working lives. Investment by employers in the current workforce will improve both the skill and productivity levels of their staff and in turn, the city. We recognise there are still too many people of working age who are out of work. We need to support them into work and provide support to help them maintain jobs so that they do not get caught in a cycle of low pay and no pay. 'Working Well' delivered by Big Life on behalf of Greater Manchester Combined Authority is a programme that provides targeted support to those furthest from the job market.

Looking forward Manchester aspires to be a city where everybody is paid at least the living wage and exclusive zero hour contracts are a thing of the past. The gap between resident and workplace wages in Manchester, currently standing at £71 per week, will only be reduced if people living in the city have the skills required to access higher paid roles.

To fulfil Manchester's growth ambitions, not only does the city need to attract and develop the best global talent; education and skills provision, it also needs to meet the demands of our key sectors. We need to raise aspirations and enable everyone, young and old, to seize the opportunities of living in a thriving economy by providing clear routes for people to make their aspirations a reality by up-skilling or re-skilling, in a city brimming with opportunities.

80% of students say they want sustainable development to be part of their university studies and that, from an even earlier age, education on sustainability is key to support our ambitions to become a leading low carbon city. Many graduates are looking for roles that deliver social and environmental improvements or to work for companies with clear environmental and ethical working practices. This creates the potential to provide a motivated, Manchester-educated, workforce for the businesses that will drive our transition to a low carbon economy.

As a city we will:

- Work with employers to ensure that everyone is paid at least a real living wage
- Inspire the next generation to be the best they can be and provide them with the knowledge and skills they require to succeed
- Use our devolved powers to align the skills system with the needs of our economy now and in the future
- Create strong partnerships between schools, colleges, training providers and employers to create the right pathways to work to meet the demands of our key sectors. This includes offering every young person in the city a meaningful work placement and striving for excellence in our schools with a focus on science, technology, English, maths and digital skills

- Continue to drive economic growth in high value sectors, offering exciting career prospects to attract the best global talent to come to the city and encourage top class Manchester graduates to stay here
- Connect higher education institutions with businesses in the city to give graduates a clear route to quality employment or support for an innovative idea
- Reduce the number of people with no qualifications and increase the opportunities for people to improve their skills throughout their working lives
- Through the levers created by devolved powers over business support, help employers to develop practices which will unlock the potential of the workforce over the long-term. For example, promoting continued professional development amongst staff at all levels and developing entry-level roles that offer clear progression routes to higher value, higher skilled roles
- Respond to student expectations for sustainable development to be included in studies and institutional practice, building on progress already achieved through the Eco Schools programme and the commitments of our colleges and universities

Measures of success:

- Improve educational attainment to be above the national average at every key stage with a focus on STEM subjects
- All school leavers in the city to have access to a clear pathway to further education, training, apprenticeship or a job in GM aligned with sector demand and future growth
- Reduction in the resident/workplace wage gap
- Increase the proportion of graduates living in the city
- Reduce the number of people with no qualifications or low skills
- Improve the skills of the existing workforce
- Increase the proportion of schools, colleges and university courses delivering education for sustainable development

A progressive and equitable city

Making a positive contribution by unlocking the potential of our communities

Our aim is for everyone in the city to have the same opportunities, life chances and potential to lead safe, healthy, happy and fulfilled lives, no matter where they are born or live. This means reducing the disparities between different areas of the city. The most successful societies in the long term are those that are the least polarised.

Manchester has made real progress towards achieving this aim over the last decade, with improvements in education, better housing, better access to jobs and falling numbers of children growing up in poverty and reducing numbers of young people who are not in employment, education or training. Despite these gains there are still areas of intense deprivation in the city. These are far less widespread than they were 10 years ago but they exist nonetheless and we must do more to address them. Worklessness, low skills, poor mental or physical health and poor or insecure employment or housing act in combination to make life extremely difficult for too many people and place heavy demands on public services.

In 2015 there is a £5bn gap between the tax generated in Greater Manchester and the amount spent across all public services. We want to close this gap through the creation of good quality jobs that contribute positively to the economy and people's lives and through improving the way public services support people to into these jobs. These actions are two-sides of the same coin.

Changes in welfare, the increasing need for higher skills at work and cuts in public services will exacerbate inequality unless we can find ways to mitigate their impact.

We need to take action to close the gap that currently exists by working together as a city to address the associated challenges. These are often complex and interconnected, for instance with people experiencing problems with housing, mental health problems and debt. We have recognised the interdependent nature of these issues and that we need to work in new and different ways to address them. We also know that getting into sustained employment is a critical factor in improving the fortunes of struggling families.

Although the numbers are dropping, one in three children in the city are growing up in poverty and 1,130 children are being looked after by the Council. We need to work with families to lift them out of poverty and safely reduce the number of children who are in care. We want all children growing up in the city to achieve their potential but too many of these children in difficult situations never do.

"I applied to The Manchester Foyer as I was turning 18 and could no longer stay in foster care. I was so nervous when I moved in! I had never had to live on my own before and cook, clean and pay bills on my own, but the staff soon helped me to settle in and supported me with my fears and worries." – Maximinah – A former resident at The Manchester Foyer - Supported accommodation for 16-25 year old young people

The health of Manchester's population is on average very poor, despite having a much higher than average participation rate in sport. Measures such as life expectancy and the incidence of cancer, cardiovascular disease, stroke and diabetes are all amongst the worst in the country. There are clear links between health outcomes, disadvantage and poverty. Poor health is not just confined to people later in life, a major cause for concern for the city is the worsening health of children, particularly in terms of obesity and dental health. There have been small improvements in certain health outcomes but these have lagged a long way behind improvements seen in areas such as education.

As a city we need to go further over the next ten years to improve outcomes for all.

In doing this we will need to radically transform public services so that they are focussed around people and communities rather than organisational silos. We will work across traditional boundaries with the voluntary sector to bring innovation and new ways of working to the fore. In tandem we all need to recognise, as citizens, the responsibilities we have to ourselves, our families, our communities and the city.

We need to unlock the power and potential that exists in all communities to improve the lives of people in the city and create thriving neighbourhoods where people can have a sense of purpose and belonging. We need to foster the important sense of identity and heritage of local neighbourhoods and communities, remembering that these are not always in a single geographical area but can be a community of interest dispersed across the city.

Supporting all residents to be active, resilient and independent is a core part of the public service offer in the city, whether this is accessing free Wi-Fi and computers in neighbourhood libraries or developing English language skills in the City Art Gallery. But a far wider group of organisations also contribute to this aim. To further support residents we need businesses, universities and the public sector to provide opportunities for placements and work experience. These are invaluable in helping to up-skill people and support people into jobs in the long term.

We intend to radically change health outcomes over the next decade using new devolved powers over health and social care. We will bring together health providers, the local authority and the voluntary sector in new ways that will target the specific problems we have in Manchester. Integration of health and social care has the potential to transform the experience and outcomes of people who need help by putting them at the heart of the joined up service. There will be a focus on public health and preventing illness as well as transforming care for older people so that they can stay independent for longer. As a city we have world leading strengths in health related research. We will use our research strengths and our capability for testing new drugs and therapies to benefit our residents and radically improve the city's health outcomes.

Taking residents out of fuel poverty through reducing energy bills and energy efficiency measures, engaging those communities in food poverty to access and grow food locally, increasing access to and use of green spaces, and increasing the numbers of people walking and cycling as a form of transport and exercise all provide opportunities to deliver significant physical and mental health improvements. At the

same time they contribute towards our low carbon ambitions. Joining up our efforts across these priority areas will be important in ensuring Manchester is both a healthy and a low carbon city.

Supporting parents with their children through the first months and years of their lives is critically important. The benefits of getting this right are huge and bear fruit over a lifetime. We will be radically overhauling how services across the city can play their part in giving every child the best possible start in life.

The complex problems faced in some families or communities have traditionally resulted in complex responses with many public agencies working in isolation to address individual issues. As a city we have taken a new approach to working through these complex issues which focuses on the experiences of the people who need help, streamlining and simplifying the way that help accessed. This new approach has supported over 1,500 families so far to make positive changes in their lives, become more resilient and self reliant. This is good for those families and good for us all as the costs we have to bear as a society will be less. Stable employment is central to improving the lives of individuals, families and communities.

We have used the same principles to design new programmes to support people who have been out of work long term. Designed with the voluntary sector and delivered in Manchester by the Big Life Company the Working Well programme is succeeding in getting people into sustained employment where national programmes have failed.

Too many older people face isolation, loneliness and poor health. Manchester's pioneering Age-friendly programme, endorsed by the World Health Organisation, aims to ensure that older people - who can often be marginalised in society - are involved in, feel comfortable in, and are valued in the city. The programme supports older people to live healthy and active lives, and to live independently for longer. Important elements of this include supporting older people as citizens who play a leading role in the programme and in their communities, understanding the key features of age-friendly neighbourhoods, facilitating locality networks that provide a social support network in their area, and involving older people in the city's cultural assets as 'champions' to co-design and promote arts and cultural activities.

These are examples of our reforms and how we can work in new ways to achieve more locally. We need to go further over the next 10 years, scaling up the programmes that work and designing with the voluntary sector and other partners, new programmes that address the challenges we have as a city. There needs to be a renewed focus on preventing problems occurring by ensuring people can access the help they need early and are equipped to take care of themselves.

The value of the voluntary sector to the city is evident. The ideas, knowledge and flexible approach to problem solving in this sector is hugely important in shaping the city and supporting communities. We recognise and value the particular role the sector plays and especially the deep connection many organisations have with the people who use their services and the communities within which they operate. Local people and users of services are often managing, working for, or volunteering with the organisations. In turn this means that these organisations can often connect with people in more profound and effective ways. The sector has played a critical role in

building community capacity, managing assets and delivering services. We want to see this expand and for deeper, stronger relationships to develop between business, the voluntary and community sector and public services.

As a city we will:

- Reform our health services, integrating health and social care and supporting people to make healthier choices and access the right services at the right time
- Reform services for children and families, increasing the numbers of children arriving at school ready to learn and increase their life chances, supporting their future independence
- Continue to work with the voluntary and community sector to find new ways of reaching those communities who remain untouched by Manchester's success and creating resilient and vibrant communities of people
- Continue to be recognised as a pioneering Age-Friendly city
- Use devolved powers to increase the reach of our complex dependency programme, building on the approach pioneered through the Troubled Families work, to provide intensive, coordinated support to those trapped in a cycle of benefit dependency and to help them back into work
- Support people to find work, stay in work and progress at work so that all residents can take advantage of the opportunities of economic growth and are able to provide for their children
- Tackle fuel poverty by improving the energy efficiency of our existing homes, building new homes to the highest standards, and generating increasing levels of affordable, low and zero carbon energy locally

Measures of success:

- More people in work
- A reduction in the number of people claiming out-of-work benefits
- Fewer working households requiring benefit to pay the rent
- Reduction in number of children living in poverty
- Improvement in key health outcomes
- Increased tax revenues to support the city's ambition to become financially self-sustaining
- Fewer residents living in fuel poverty

A liveable and low carbon city

A destination of choice to live, visit, work

The future of cities like Manchester is inextricably tied to whether we are a great place to live – a liveable city. Focusing on creating a city with a high quality of life benefits the people who already live here and will attract greater numbers of talented people to be part of Manchester's future and in turn attract more investment and jobs. This virtuous circle will make us truly sustainable for the long term.

Manchester has huge advantages. It has a broad base of good jobs, quality housing and the best public transport network outside London. But it also has an inclusive welcoming atmosphere, vibrant nightlife, sporting facilities, green spaces and a cutting edge arts scene. These things are important to quality of life and in creating a city that nurtures aspiration and success. We have recognised this by investing over the long term in our cultural assets, sports facilities, open spaces and waterways. It is also what has driven our focus on design and creating public and civic spaces like St Peters Square that open up the city and provide places for people to meet and spend time. A focus on creating a low carbon city that has ambitious and practical plans to reduce carbon emissions is integral to being a liveable city.

The city's commitments on climate change are set out in climate change strategy, Manchester: a Certain Future (MACF) 2010-2020. The strategy was developed in response to the overwhelming evidence that the global climate is changing as a result of human activities, and a recognition that action on climate change has the potential to bring benefits that can contribute significantly towards achieving our wider objectives as a city.

Generating renewable energy in Manchester reduces carbon emissions but also resident energy bills; improving business resource efficiency reduces environmental impacts but also exposure to fluctuating energy and material costs; preparing for the effects of climate change improves the city's attractiveness to investors and homebuyers. These, and other, benefits are the prize if Manchester embraces and realises its potential to become a leading low carbon and climate adapted city.

We have a target to reduce CO₂ levels by 41% by 2020, from 2005 levels. This target was set in 2009 as Manchester's fair contribution to meeting the Government's target to reduce UK emissions by 80% by 2050, in order to help limit global temperature rises to 2°C. Our current forecasts show that a combination of local and national action will mean we reach a 29% reduction. As a city we need stronger levers to increase energy efficiency and increase the levels of energy generated through renewable sources. Through our devolution agreement we will be engaging with government to address this.

By 2025 Manchester will have developed a longer term target and plan for carbon reduction, informed by the outcomes of the intergovernmental meeting in Paris in December 2015. We will be taking greater control of where our energy comes from so that increasing levels of heat and power are being generated through affordable, locally produced low and zero carbon energy. Investments today in transport infrastructure, becoming a denser city and changes to how people live and work will

mean that the climate change and air quality impacts of travelling around the city will be reducing. We will be moving away from a system which relies on the extraction and processing of finite resources to manufacture goods, to one which sees waste as a resource, giving birth to a whole new industry in material reuse and recycling.

Over the next ten years, the significant investments made will be a critical force in increasing the attractiveness of our city.

The Commonwealth Games defined Manchester as a city of sport, encouraging further investment and providing a platform for mass participation in sport by people who live in the city. The City of Manchester Stadium became the Etihad Stadium - home of Manchester City Football Club. Across the Etihad Campus is a collection of world class sporting facilities including the City Football Academy; the National Squash Centre; the Manchester Institute of Health and Performance; the National Indoor BMX centre; and the Velodrome which as the home of British cycling, played an essential role in Great Britain's recent Olympic cycling success.

Sport in Manchester is culturally iconic with football a key element of the city's identity. To many, Manchester is the home of football and is now also home to the National Football Museum. The home crowds reflect the diversity of the city's fan base and as an export the game attracts players and fans from across the globe. Few cities can match the intensity of the Manchester derby – a game attracting close to one billion people watching the city compete on an international stage.

The city has invested heavily in culture and will continue to do so. The Manchester International Festival (MIF) is firmly established as one of the UK's most influential cultural events, HOME has created a new destination for original commissions and world leading international innovations in film, theatre and art. The Whitworth Gallery, which has benefitted from an award winning refurbishment has won critical acclaim being named as the 2015 Museum of the Year, it attracts international attention and has drawn in an audience from across Manchester's communities with inclusive and welcoming programmes and values rooted in Manchester.

The scope to grow the contribution that culture makes to the city's economy and reputation is vast and will be a key part of the city's continued growth. Landmark developments such as the Factory Manchester, a new flexible arts space, will play an essential part in helping Manchester and the north of England provide a genuine cultural counterbalance to London. But equally the existing high quality cultural venues and the small, niche, spontaneous side to Manchester's culture and events offering will be nurtured, creating a varied cultural spectrum that befits a city of Manchester's size and diversity.

Cities create the best opportunities for a sustainable future and our strategy and actions have sustainability of the city woven through them. The city is supporting the growth of a low carbon culture, where impacts of climate change are considered and acted upon by residents, employees and learners as part of their everyday decision making, with wide ranging personal and community benefits. This includes the growth of climate-resilient businesses and communities given the needs to adapt to the impact of climate change.

We need to get the basics right. The city needs to be clean, safe and welcoming. Street cleaning, waste collection and recycling are services that need to be efficiently delivered. The funding for these services will continue to be under pressure and we need to radically increase the levels of recycling not just to help meet our environmental objectives but to help manage these budget pressures. New ways of investing in the basic infrastructure every city needs – such as well maintained roads and new schools - will be a focus for negotiations with Government and need to form part of a new settlement between Whitehall and local places.

It is important that everyone plays their part in making Manchester an attractive place to live and a city we can be proud of. Communities will continue to play an active part in looking after their neighbourhoods, businesses will act responsibly and play a part in the community in which they operate and the Council will use its powers to prosecute fly tippers and people who drop litter. We want to see a city that everyone respects.

Manchester will pursue growth whilst at the same time improving air quality, decreasing pollution and generating energy from sustainable sources, and preparing for future changes to the climate.

Manchester's vision for high density development formed around key public transport interchanges with exceptionally sustainable and attractive buildings reflects an urban model with outstanding environmental credentials. The city also needs to provide quality open spaces to relax, exercise and step away from the busy city. These spaces will play a key role in reducing carbon and promoting active lifestyles. This means making the most of our green spaces, parks, network of waterways and canals and the spaces between buildings: designing these in to the city as it continues to develop.

By harnessing the potential of evolving digital technology, the city can become an even more innovative, accessible and sustainable place. As technological innovation continues apace, the challenge for Manchester is to capitalise on every opportunity to maximise the contribution it can make towards achieving its vision.

We need to continue to support growth in the city centre, with well planned new communities with access to schools, doctors and green spaces. The New Islington Free School is providing much needed additional school places in the heart of the city.

Recognising the changes in patterns of home ownership and the needs of a young working population we will put a focus on quality, sustainable, well managed homes to rent. People are attracted by the quality of life, the ease of living close to work, the close proximity to public transport and a city with plenty to do. We will need new models of investment and access to finance to allow brownfield land to be developed and to support more houses. Localisation of the climate change levy which is generated in GM and its local re-deployment could make a significant contribution to driving new investment models that would achieve this objective.

Beyond the city centre Manchester has a diverse range of vibrant and popular neighbourhoods. As a city we need to have the right mix of good quality housing in

areas that people are proud to call home. Huge investment has seen large parts of the city transformed, through improving and redesigning existing areas and creating new neighbourhoods. These neighbourhoods need vibrant, thriving centres that can adapt and change to meet changing shopping and leisure trends.

The voluntary and community sector plays a large part in creating neighbourhoods where people want to live and supporting communities that may be more dispersed but face particular challenges or exclusion. The sector runs youth groups, sports and arts clubs, environmental and campaign groups, takes over run down buildings and turns them into community hubs, welcomes and integrates newcomers to the city from around the globe, runs community allotments and community cafes and much more.

In order to meet the demands of a growing population, the city will need to increase the delivery of quality new homes for sale and rent in neighbourhoods which are best connected to future employment opportunities.

A significant but decreasing number of neighbourhoods are still experiencing problems with poor quality private rented housing, crime and high levels of deprivation. These are often characterised by areas with older terraced housing in the north, east and central areas of the city. The priority in these areas is to ensure that we can help turn these neighbourhoods around, targeting action as it is required and raising standards.

Manchester's population is growing and becoming ever more diverse. It has a global reputation as a welcoming city; residents have a proud track record of positive integration and the city embraces and works to improve the lives of the minority groups which make up its diverse character. The city's Manchester Day is a showcase for our diversity and cohesion. Festivals like Manchester Pride and the Mela are major celebrations in the city's calendar attracting people from the city and from far beyond it.

We must continue to ensure that the sense of cohesive, integrated communities that form the lifeblood of our neighbourhoods is retained, that they are empowered and engaged. Manchester is a diverse friendly, welcoming place that dares to be different, with a defining 'can do' attitude and community spirit. This is central to what makes the city unique. As the city grows these values should strengthen and spread, becoming embedded in proud Mancunians, forming a core tenet of the city's identity.

As a city we will:

- Provide a diverse range of good quality housing in clean, safe, attractive and cohesive neighbourhoods across the city
- Continue to invest in facilities to encourage walking, cycling and public transport use
- Improve the quality of green spaces and our waterways and where appropriate incorporate more into new developments to enhance the quality of life in the city
- Harness the potential of technology to improve the city's liveability, sustainability and connectivity

- Continue to invest in cultural and sporting infrastructure for the benefit of the city's residents and to increase the city's international attractiveness
- Provide opportunities for the city's artistic and creative community by increasing commissioning, production and performance activities
- Maximise the potential for our cultural institutions to grow the Manchester brand, reflect and celebrate diversity, engage communities and engender pride in the city
- Increase volunteering across the city
- Develop a longer term target for carbon reduction beyond 2020, informed by the outcomes of the inter governmental meeting in Paris in December 2015, and making best use of the opportunity that devolution presents to take increased control of our energy and transport systems
- Continue to encourage the growth of a low carbon culture
- Make the case for the localisation of the climate change levy which is generated in GM and its re-deployment to support the new investment models
- Ensure that our communities are protected from a changing climate, and taking ownership of those areas of activity that will help build climate resilience

Measures of success:

- A population that continues to grow sustainably
- An accelerated supply of new well designed homes for market sale and rent
- Increased community involvement within the cities green space and for all parks to meet the 'Manchester Standard'
- More green and blue spaces in new developments
- Increased levels of volunteering
- Improved air quality
- Reduced CO₂ emissions, including achieving the targeted 41% reduction by 2020, from 2005 levels

A connected city

World class infrastructure and connectivity to drive growth

Manchester's connections to the rest of the UK and beyond to the wider world have underpinned its economic success for over 200 years. First canals then railways were critical to the city's rapid industrialisation and its development as the "workshop of the world".

In today's increasingly globalised and knowledge based economy the city's international connections are more important than ever. Our transport links will cement our trading and cultural relationships with other cities across the world and make it possible for our increasingly diverse communities to stay connected globally and locally. Also vital are the connections between the cities across the North. By making the journeys between them easier and quicker we will create a bigger single economy and have greater international profile and opportunities.

Making it possible to get into and around the city easily, cheaply and sustainably is a priority for Manchester. The Metrolink Second City Crossing and enhancements to the cross-city bus and cycle lane networks have created a solid foundation. Devolved powers will take this a step further and through new powers over bus services we will be able to plan a truly integrated transport network. We will introduce a smart ticketing system that will make journeys easier for passengers. Alongside major investment in our public transport we need to manage our road network, investing in its maintenance, so that we can continue to support efficient movement around the city.

Levels of walking and cycling will need to continue to increase in order to improve health, access to jobs, and alleviate pressure on our public transport system. Ongoing investment in large and small green spaces and trees will help to create attractive neighbourhoods and routes that invite our residents to travel to work, study and shop through healthy active travel.

Manchester Airport is the only two runway airport in the UK outside London and the south east. It has over double the passengers of the next non-London airport, providing flights to around 225 destinations – more than any other airport in the country. It is predicted that Manchester Airport will double its 2014 record of over 22 million passengers to over 40 million by 2030. Past strategic decisions have provided a platform for growth at the airport that is in stark contrast to the currently constrained capacity at airports in the south east.

The city is able to benefit directly from the ongoing growth of the airport owing to the Council's position as a major shareholder with a 35.5% stake in the airport. The city's share reaped a £14.5m dividend in 2013/14 which has been used to support ongoing work to create a cleaner, greener Manchester as part of the Clean City project. A further £11m dividend from the airport at the start of 2015 will be used to offset planned spending cuts for 2015/16 and 2016/17.

Manchester Airport, the biggest airport outside the South East, will continue to expand its international routes and add capacity to destinations in the world's rapidly

growing economies such as China and India, as well as those like the US and Europe where we have more established trade links. This is critical to help our businesses trade internationally, support inward investment and establish the long term partnerships that will secure the city's future. This growth will incorporate ongoing improvements in the efficiency of aviation to reduce fuel costs and carbon emissions, as well as ongoing energy efficiency measures on the ground.

Airport City will capitalise on the international and UK connectivity of the Airport, creating on-site logistics, manufacturing, office and leisure facilities and high quality jobs accessible by excellent public transport from Wythenshawe and elsewhere in the city.

Major investment in the UK transport network is critical to sustain our economy for the long term. Without HS2 we will run out of capacity on the railway between London and Manchester. HS2 is critical not just for passengers but to ensure that we can move more freight on the railways. It will bring benefits to the wider region with better and faster connections to the Midlands, London and beyond. As a city we will make sure that we are HS2-ready, using the proposed new stations as a focus for development. We will coordinate transport investment so that the stations are well-designed and properly integrated within the city's transport system and the wider northern network, using our devolved powers where we need to.

Improving the connections between Liverpool, Manchester, Leeds, Sheffield, Hull and Newcastle so that they are on a par with European competitor city regions would transform the economic prospects of the North. It would enable a far bigger area to operate as a single economy, with correspondingly greater economic clout. Halving the time it takes to travel between Manchester, Leeds and Sheffield would completely change the way that people could live and work. It would make the cities far more attractive for people to live and businesses to invest leading to more and better quality jobs. Manchester will continue to make the case for a connected North and the investment that will be needed to make it a reality.

The city's digital infrastructure is critical to its future success, this connectivity underpins growth across all sectors. Whilst super fast broadband is being rolled out in the city and free Wi-Fi networks cover areas in the city centre and the Northern Quarter, we need to keep pace with international competitor cities. This means that we need to use the digital technology that forms part of every day life – from smart phones, to real time transport information, to smart meters – in new and connected ways that help us meet the overall objectives of the city. A new Digital Strategy for Manchester will provide the framework for action.

The city's connectivity goes beyond transport and digital connections. We have strong links with cities and states across the world. Some are historic - like our 30 year sister city relationship with Wuhan in China, our leading role in Eurocities, and others more recently forged, like that with Abu Dhabi. What defines these relationships is a sense of shared values, long term partnership and the desire to make things happen. The city needs to continue to build on these relationships, building sound and direct partnerships with cities around the world, expanding trade networks, opening up the doors for new investment partners and sharing knowledge. We are a city with features typical of many post-industrial cities but with the

innovation, ambition and ability to turn these around through new approaches. These are ideas we can sell to the world.

As a city we will:

- Position the city at the centre of first class networks – locally, nationally and internationally
- Ensure that infrastructure investment decisions reflect the changing shape of the city and the way people need to move around
- Increase the number of cycling journeys to 10%
- Use the lever of devolution to maximise the benefits of greater control over the integration of the transport network so that people can access the jobs being created in the city
- Use the momentum created by HS2 developments to drive growth and investment and strengthen the case for improved East-West links
- Capitalise on the increased capacity at the Airport and the connectivity and logistics benefits of Airport City to boost the economy
- Use digital technology to transform the way we use energy in order to help reduce energy bills and carbon emissions

Measures of success:

- Proportion of people walking and cycling
- Bus patronage increasing
- Value of economic growth related to HS2/3
- Increased number of long haul scheduled flight destinations
- Proportion of the population with access to the internet
- Business access to superfast broadband
- Increasing inter-city capacity on rail journeys to and from the city

5. Delivering the strategy

The task we have set ourselves is challenging. It will take bold leadership, collaboration, energy and commitment to achieve our vision. But Manchester is a city that gets things done, we will combine our efforts to deliver our priorities.

The Manchester Leaders Forum, which has developed this strategy, will oversee the development of a detailed shorter term plan that will identify actions to support the overall aims. Key organisations and individuals across the city, from the public and voluntary sectors, from businesses and the arts all have a part to play.

The people of Manchester can make a difference too. They are what the city is about. By helping shape this vision through the consultation process, by committing to making their city world class, Manchester's potential can be fulfilled. Our city will be truly exceptional.

The consultation will run to the end of September during which time all our partners will be encouraged to contribute to the development of the first implementation plan that will cover the first 3-5 years of the strategy.

We will continue to chart our progress through annual State of the City reports.

Appendix 2 – Membership of the Manchester Leaders Forum

Nick Adderley, Divisional Commander, Greater Manchester Police
Dr Maria Balshaw, Director of Manchester City Galleries and the Whitworth Art Gallery
Sir Howard Bernstein, Chief Executive, Manchester City Council
Mike Blackburn, Regional Director, BT
Professor Malcolm Press, Vice Chancellor, Manchester Metropolitan University
Atiha Chaudry JP DL, Director of Equal Access Consultancy (one year)
Ann Clynych, Principal, Loreto Sixth Form College
Lou Cordwell, CEO, Magnetic North
Sir Mike Deegan, Chief Executive, Central Manchester University Hospitals NHS Foundation Trust
Gavin Elliott, Director, Architecture, Head of Manchester studio, Head of Sport, BDP
Councillor Andrew Fender, Manchester City Council
Scott Fletcher, Chairman, ANS Group (one year)
The Very Revd Rogers Govender, Dean of Manchester
Lorraine Gradwell, former member of Manchester Board (one year)
Mike Ingall, Chief Executive, Allied London
Ruairidh Jackson, Senior Projects Director, Argent
Phil Korbel, Director, Radio Regen (one year)
Yasmina Lee, Member of Manchester Youth Council
Sir Richard Leese, Leader of Manchester City Council (**Chair**)
Gladys Rhodes-White, Strategic Director of Children's and Commissioning Services, Manchester City Council
Tony Lloyd, Police and Crime Commissioner and Interim Mayor for Greater Manchester
Paul Martin, Chief Executive, Lesbian and Gay Foundation
John McNerney, Headteacher, St Peter's RC High School
Clive Memmott, Chief Executive, Greater Manchester Chamber of Commerce
Michelle Moran, Chief Executive, Manchester Mental Health Social Care Trust
Councillor Sue Murphy, Deputy Leader, Manchester City Council
Priscilla Nkwenti, Chief Executive, BHA
Charlotte Norman, Chief Executive, St Vincent's Housing Association
Chris Oglesby, Chief Executive Officer, Bruntwood
Councillor Bernard Priest, Deputy Leader, Manchester City Council
Professor Dame Nancy Rothwell, President and Vice Chancellor, University of Manchester
Phil Royle, Acting District Manager, Jobcentre Plus (interim)
Michelle Saidi, Member of Manchester Youth Council
Michele Scattergood, Chief Executive, Breakthrough UK
Dr Bill Tamkin, GP Chair of South Manchester Clinical Commissioning Group
John Thornhill, Chief Executive, Manchester College Group
Elaine Unegbu, Member of the Valuing Older People Board

Dr Martin Whiting, Chief Clinical Officer, North Manchester Clinical Commissioning Group

Mike Wild, Chief Executive, MACC

Nigel Wilson, Chief Executive of Wythenshawe Community Housing Group

Sue Woodward, Director, Sharp Project (one year)