Our Manchester

In winter 2015, we asked people what their Manchester of the future could look like, and what their hopes and dreams were for the city they live in. The response was overwhelming.

Our strategy and this document are the culmination of those ideas.

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 our partners working across Manchester – public sector organisations, businesses, the voluntary sector and our communities. It is not a strategy for Manchester City Council, but for Manchester. We all have a role to play in making our city the best it can be.

The development of this strategy has been overseen by the Manchester Leaders Forum. This is a group drawn from stakeholders across the city, established in June 2014 with the express intention of shaping the long-term strategy for Manchester and monitoring its implementation. There has been an extensive consultation process with residents, businesses and partner organisations, which have – in large numbers – offered their views about the future of the city.

Every year we will show our collective progress through the State of the City Report.

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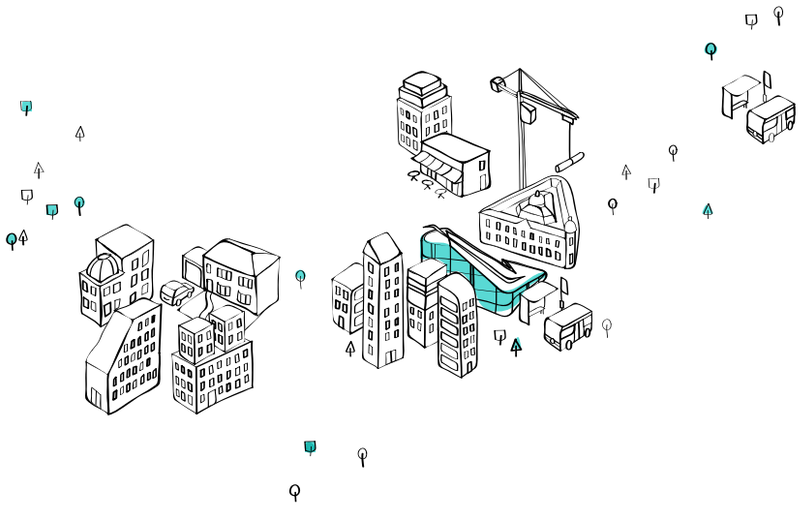

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Foreword

The Manchester Strategy is being written at a pivotal moment for Manchester. The past 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, now stronger and ready to face the future. However, in this rebuilding we have not forgotten our past as the world's first industrial city, and Manchester's enduring values: its innovation, radicalism and international outlook.

In developing this strategy we have not started from a blank sheet but are building on the long-term plans we have been implementing to create jobs and growth in Manchester, ensuring that everyone can benefit from, and contribute to, the city's success.

The challenges the city will face over the next ten years and beyond will 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 once again, new economies are growing very rapidly, and where a changing global climate puts a premium on shifting to a low-carbon economy.

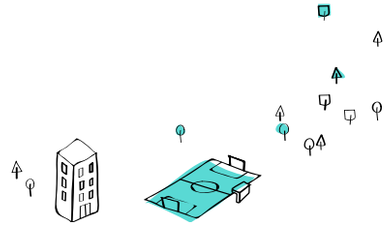
To succeed in the future, the city will increasingly need to influence and guide its own destiny: to identify our distinctive attributes and qualities and to play to our strengths; to work collaboratively with our neighbours on those issues in which we have a common interest; and to continue to seek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

Only citizens, public services and businesses working together, differently, can deliver this vision of Manchester's future. 'Our Manchester' will be a bold approach that focuses on people's strengths and helps unlock the potential that exists in our city. It will take time and commitment but if we get it right 'Our Manchester' has the power to radically transform what we achieve together.

We are entering a new era for cities, with powers being transferred from the 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.

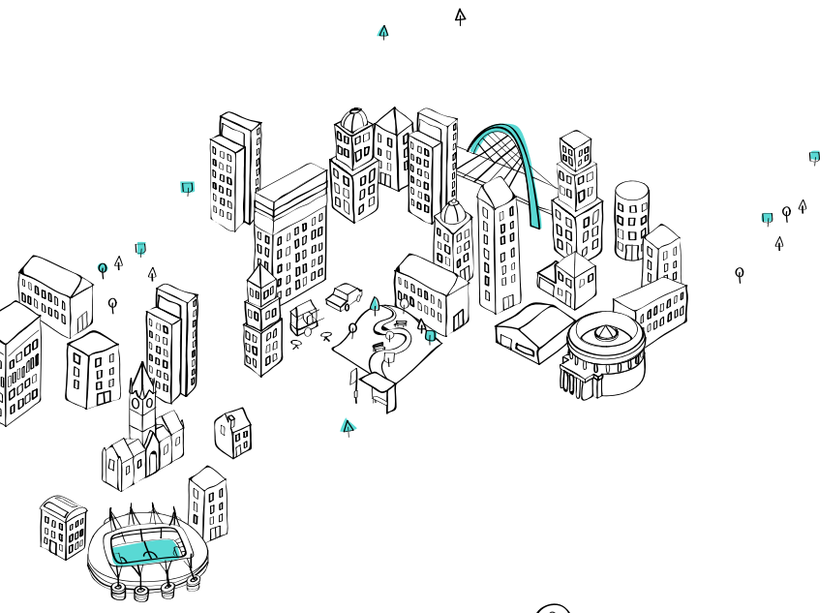
This strategy recognises the critical importance of creating a fair and equitable city where everyone can contribute to and share in success. With the right tools we will be equipped to build on the progress of recent years and ensure that the city grows in a sustainable way with all residents benefiting from its future success.

Sir Richard Leese
Leader of Manchester City Council and Chair of the Manchester Leaders Forum



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 ten 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 and 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 people and businesses alike. 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 their prosperity, international profile and improved quality of life.

They will have a thriving, buzzing economy and myriad opportunities for the people who live there. They will support a good quality of life that enables them to attract and retain the best talent, and in turn attract business through a highly skilled and stable labour market. Wages and living costs will be well-balanced 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 them to be dense places. 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.

We also think they will work closely with neighbouring cities to create city clusters that have the scale to compete on the global stage and are large markets in their own right.

Manchester today

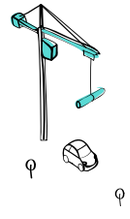
Manchester is a place where you can be anything you want to be. Think of the cultural diversity, the history of music and creativity, the scientific breakthroughs and the educational achievements.

Manchester today is in many ways unrecognisable when compared with Manchester in the 1980s and 1990s. It has undergone a huge physical transformation alongside a transformation in its economy, its population and the quality of its environment. However, the culture and values of Manchester remain rooted in its history as the world's first industrial city. It continues to be a place that is innovative, enterprising, and pioneering. 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 past ten years and reported in our annual State of the City Reports. Importantly, the people who live and work here told us they have seen major changes for the better too.

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.

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 such as Leeds, Liverpool, Sheffield and Newcastle. Manchester is at the forefront of work with these cities to create the Northern Powerhouse and generate growth and opportunities across the north of England.

This city has a tradition of looking outwards: to other international cities such as Wuhan in China, where we have built strong civic relationships; within the wider region, where we are working increasingly closely with neighbouring cities and areas such as Cheshire; and within Greater Manchester, which has a single economy and the scale required to make an impact, whether negotiating with the Government or attracting overseas investment.



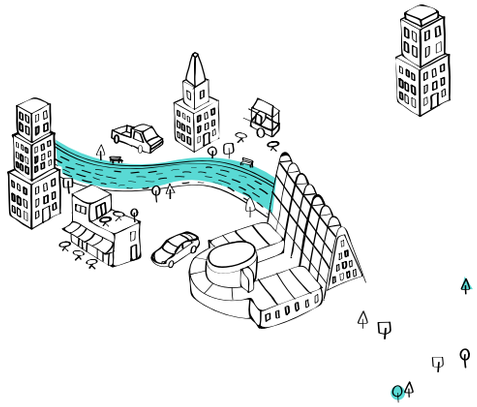
This city's transformation has seen:

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, with every one of the 91 ethnic groups in the census represented here. Between 2001 and 2011 our population grew by 19%, making us the fastest-growing city in the UK outside London. People have been attracted by the jobs created here, the balance between incomes and housing costs, and the quality of life. Our best estimate is that there are now more than 530,000 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 in 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; that number dropped very substantially during the recession but is starting to increase again. Today, there are very few empty homes, partly due to demand from people who want to live and work in the city. Wages and housing costs need to remain in balance to support the city's continued growth.

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; however, there are clearly still improvements needed if we are to have a modern integrated transport system. New Metrolink lines are in place to Rochdale, Ashton via east Manchester, and Didsbury, as well as through Wythenshawe to Manchester Airport. People are seeing the improvements in infrastructure as it comes on stream but are understandably concerned about the disruption during construction. A second line through the city centre is being built, along with other major rail, bus and cycle infrastructure projects.

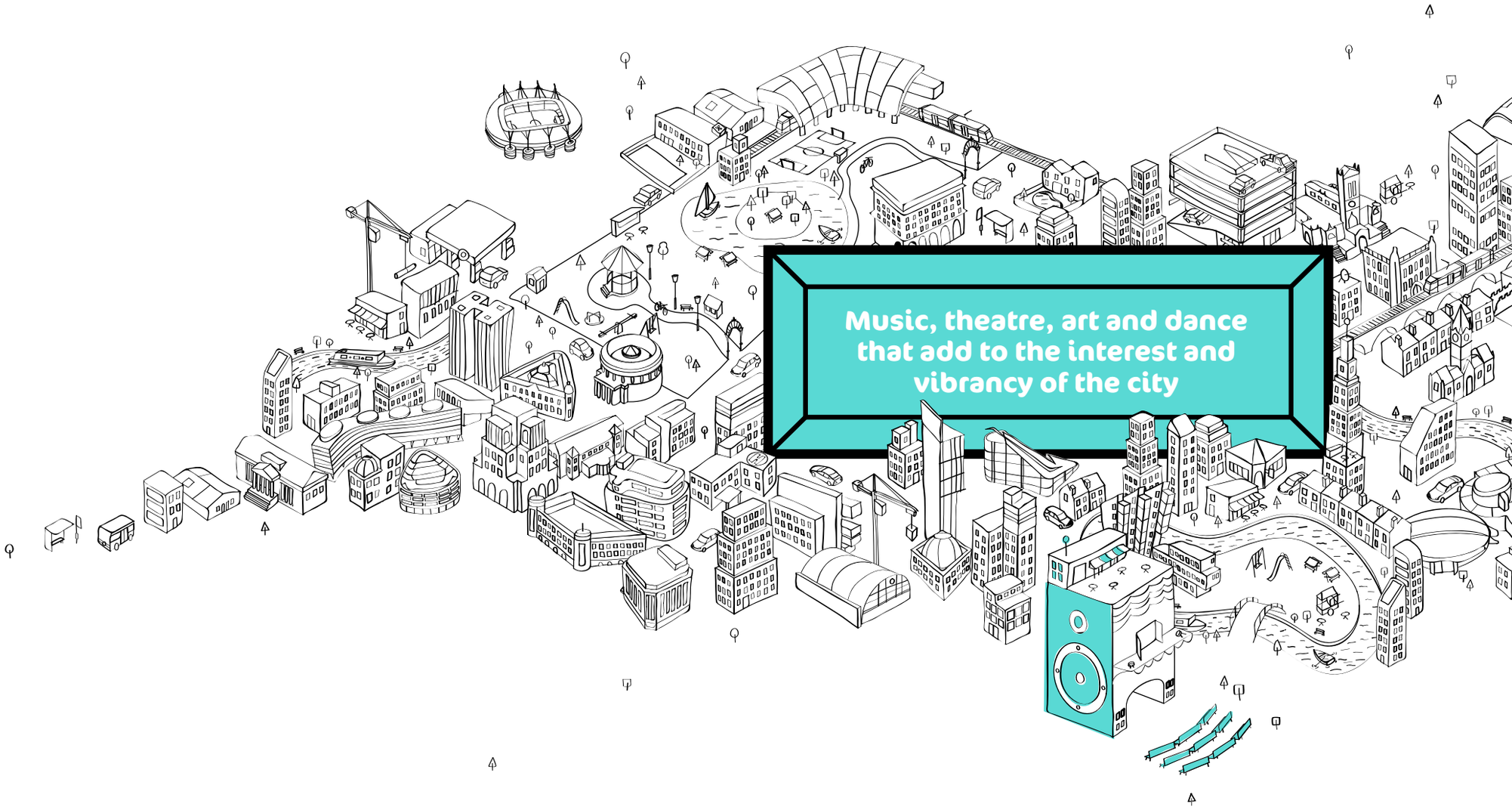


Stronger international connections Manchester Airport is a major international gateway serving not just Greater Manchester but the wider North. It is now part of one of the largest airport groups in Europe. There are flights to over 180 destinations, including across Europe, the US, Middle East and Hong Kong, and a new route to Beijing starts in 2016. 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 work to upgrade existing schools. In 2014 we had around 5,400 more primary school-aged children than in the 2011 census. At the same time, primary school attainment in Manchester surpassed the national average, and our secondary schools are not too far behind with improvements in performance at key stage 3.

Science, research and development
Our universities and hospitals have benefited from sustained investment over the past ten years. The renewal of The University of Manchester and Manchester Metropolitan University's estates alone had a combined value of £1billion. With more than 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 Partnership. Manchester Metropolitan University has worked with the community to develop the new Birley Fields Campus, an exemplar of sustainable design.

"A world centre for scientific research, whose universities discover the future technologies and products that are then developed by Manchester businesses."



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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 low-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.

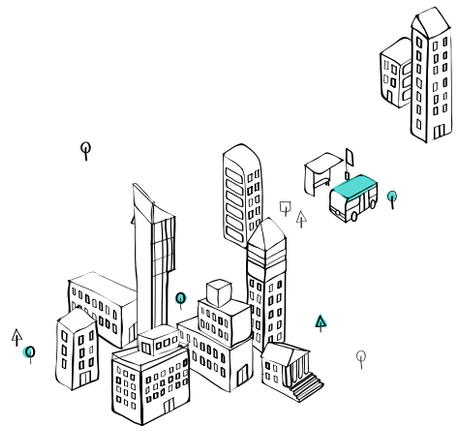
Improving public spaces
Investment has improved our parks and public spaces across the city. Trees and appropriate landscaping are incorporated into development, and the city centre has seen the creation of new green spaces such as Angel Square and Manchester Metropolitan University's Birley Campus. Our canals and waterways have been improved and their use has increased. 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, reflecting how central these are to the city's growth.

Educational improvement The city has more people educated to degree level or equivalent and there are fewer people with no qualifications. Around 20,000 students graduate every year with an increasing number choosing to stay to live and work in the city. Apprenticeships are increasing across all sectors and at all levels; 4,200 people started apprenticeships in 2013/14 from all areas of the city.

Culture, sport and parks Despite cuts to public spending Manchester continues to invest in culture, sport and parks. The social and economic benefits to our city are huge, with world-class facilities, such as The Whitworth, University of Manchester, HOME, Central Library, the Museum of Science and Industry, the National Cycle Centre and Etihad Campus enjoyed by residents and visitors alike. The quality and accessibility of our 143 parks and green spaces across the city have improved considerably over the past 10 years. More people are using them and supporting them through Friends groups and other forms of volunteering. Alexandra Park is the latest example of how the great assets we have as a city can be given new life in a way that remains true to their heritage.

"Investment in Alexandra Park is excellent – it looks and feels much better and is much better used."

Voluntary and community groups
Manchester has a large, diverse and thriving voluntary and community sector with over 3,000 organisations. These range from large voluntary sector organisations delivering important services in innovative ways, to very small community groups. It is estimated that 100,000 volunteers are active in Manchester, 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, supporting 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. The voluntary and community sector provides a major opportunity for the city to meet its objectives in effective and innovative ways.



Despite the achievements of the city, there remain real challenges we need to address through our collective action.

Poor health Manchester's physical health is among the worst in the country, and poor mental health affects too many people. Low levels of physical health and mental wellbeing are a serious concern for the city. Life expectancy for men and women, while improving, is still poor compared with national averages, and there are inequalities within different areas of the city. Older people living in the city have a shorter healthy life expectancy – at 65 years this is eight or nine years less than the English average. Manchester has high rates of cancer, cardiovascular, liver and respiratory diseases. Childhood obesity levels suggest this is not a problem just related to later life. More than 25% of 4 to 5-year-olds and 40% of 11-year-olds are overweight or obese. Changes can be made to turn around health and wellbeing, as rapid increases in the number of children regularly seeing a dentist shows.

Deprivation 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. The data shows that there is still a significant gap between the average wages of those that work in the city and the average earned by our residents despite signs that this is reducing. As more families are working, the proportion of children growing up in poverty is reducing, although at 33% it is still too high. There remain significant areas of deprivation across the city where outcomes for people are poor and life is a struggle. This needs sustained action by many different agencies and the communities themselves to help lift people out of poverty and improve the areas in which they live.

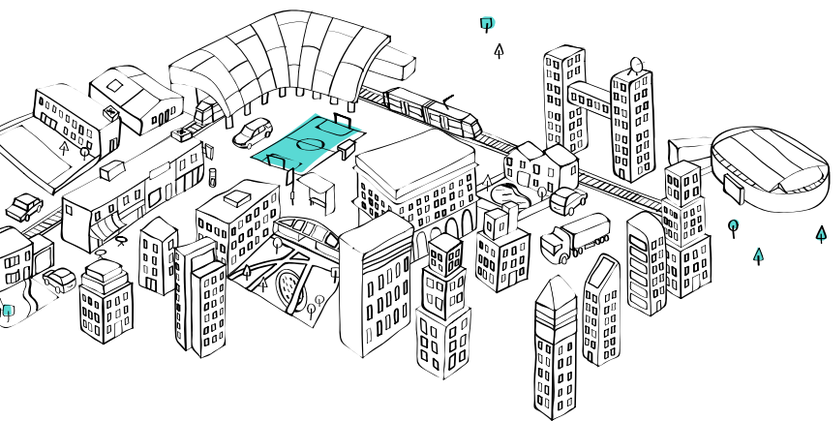
"To be a really successful city Manchester must address the problems it has with poverty and homelessness – some neighbourhoods are really struggling."

Homelessness Homelessness has become more visible in the recent past, with more people sleeping on the streets in the city centre. This was an issue raised during the consultation. Street homelessness is a particularly complex problem and people who are living rough can be particularly vulnerable and marginalised. Agencies are working together with the voluntary sector and businesses to ensure that those people who need and want it can access the shelter and services they need.

Litter and pollution Improvements in the cleanliness and appearance of the city have been made as a result of hard work by communities, the Council and a range of other partners. These have included community clean-ups, deep cleaning in district centres, and tough enforcement of people who drop litter. However, there is still a problem with litter and fly-tipping across the city, specifically in parts of the city centre. This impacts on the way people feel about the city and their impression when they visit, and is a blight on the environment. The consultation on the strategy showed how passionately people felt about this issue. A difference can be made, as has been shown in many parts of the city, and everyone has a role to play. There is a need to make further improvements to air quality in the city, especially in the city centre and near other areas with high levels of traffic.

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. However, 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 a 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 create 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 technology and environmental necessity provide a stimulus and opportunity to find local solutions to those challenges and sell these ideas to international markets. On our own Manchester is small in global terms, but by working with the cities across the North, as part of a Northern Powerhouse, we can have the scale to compete more effectively in this changing economic landscape.

Climate change Climate change poses a major global threat. Manchester's target is to reduce its 2005 CO_2 emissions by 41% by 2020. 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 its impact on the sources of energy that drive the national grid, but we must play the greatest role we can and also be ambitious for the future. 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 mortgages have become more difficult to obtain, 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.

"Manchester needs more high-quality homes for families."

Sustained cuts to public spending Since 2010 public services have experienced sharp funding cuts. This has disproportionately impacted on cities and more deprived areas. 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 levels of services on offer. Deep cuts to welfare budgets and reforms to the system are impacting on individuals and 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. A new relationship between the state and the citizen needs to be forged to manage these issues in a way that reduces the risk of inequality and allows people to achieve their potential. The use of technology and digital platforms will support new ways of delivering services and engaging with people.

Manchester has led a radical agenda to transform its future, and will continue to do so.

Investing in the city 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. Over the next decade the city will continue to change as we work 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 and Factory Manchester 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. Corridor Manchester, Etihad Campus, 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.

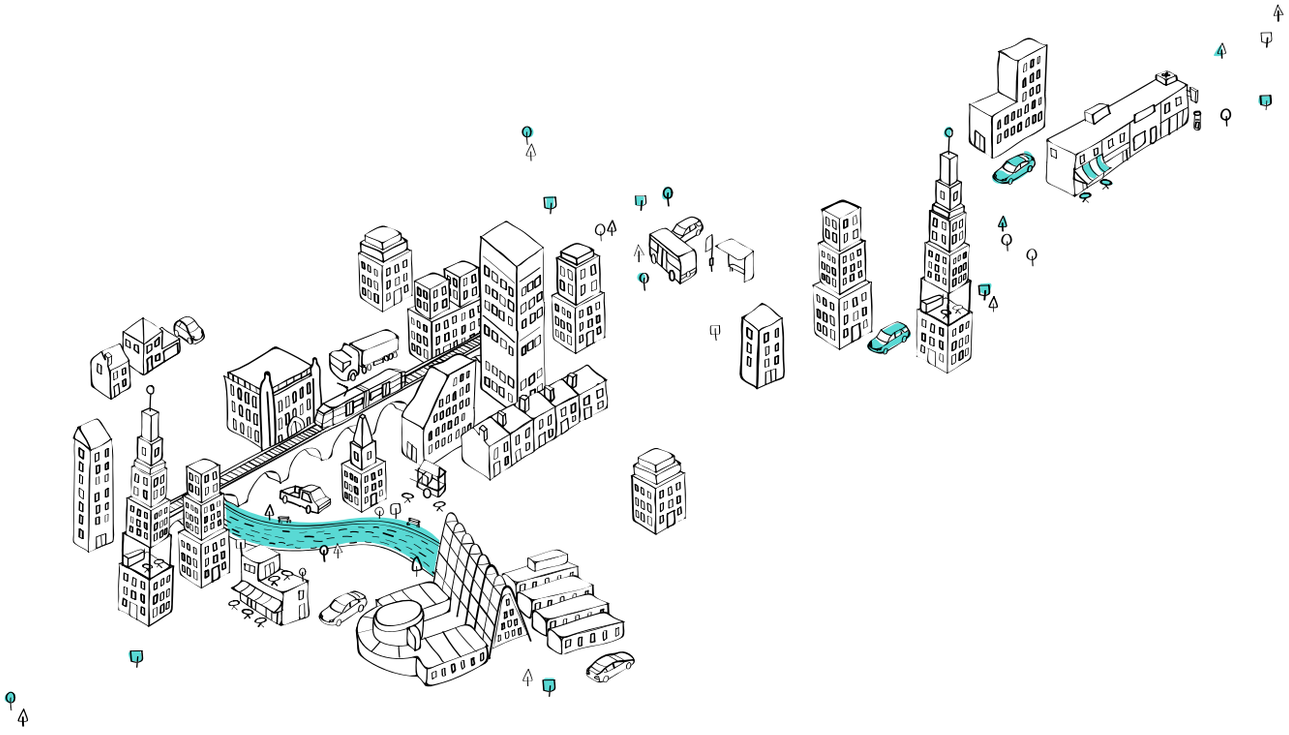
"Nice to have new swimming baths at Hough End. Looking forward to the one in Levenshulme too."

Improvements in our transport infrastructure, including facilities to increase cycling, better and franchised bus services and the introduction of a smart card system, will all help connect people to the opportunities the city provides. The developments across the city also offer the opportunity to create more good-quality outdoor spaces that make the most of the natural environment and existing parks, canals and rivers. Further investment in parks such as Heaton Park will continue to transform spaces in the city in ways that respect its heritage.

Devolution Greater Manchester has secured a constitutional breakthrough taking on major new powers for transport, housing, work and skills, planning, health and social care, policing and – more recently – business rates. A new Metro Mayor will provide additional leadership capacity and direct accountability, working with the leaders of the ten districts as part of the Greater Manchester Combined Authority. This rebalancing of the relationship between Whitehall and Manchester has been the result of a long-term ambition and campaign. The change is designed to help us address the particular challenges we have and ensure that decisions are made in the places where the impacts are felt. Our devolution settlement is already moving ahead with more powers and responsibilities transferring from Whitehall to the local area, and we expect to see these arrangements develop and mature further over the coming decade. Fiscal devolution and the localisation of business rates, if properly done, will support the city's financial sustainability in the long term.

Manchester 2025

'Everyone is proud to be a Manc or an adopted Manc – no one is ever ashamed of this city.'



Our vision is for Manchester to be in the top flight of world-class cities by 2025, when the city will:

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

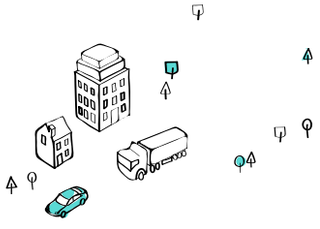
We tested this vision with people who live and work in the city and contribute to its success. It resonated as a high-level statement of our ambition as a city. We also know that Manchester's strengths have their roots in our historic legacy as the world's first industrial city, our radicalism and spirit of innovation, as well as the diversity of the people who make up the city. People's commitment to the city and their desire to see its future success was one of the overwhelming themes of engagement about the strategy.

The strategy charts a course to achieve our vision. It builds on the city's existing long-term strategic direction and sets out our priorities for the decade ahead. It will be delivered by building on Manchester's history of collaboration: between civic leaders, businesses, the wider public and voluntary sectors, and residents themselves. The remainder of this strategy sets out in more depth what we will need to do as a city to deliver our vision.

The high-level aims we have over the next ten years are that we will:

- Have a strong sense of citizenship and pride in the city
- 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 wage earned in the city
- Improve school results so that they are significantly better than the UK average
- Increase the proportion of graduates and number of apprentices in the city

- Collectively improve our health and wellbeing and be more active as adults and children
- Be a cleaner, litter-free city
- Build well-designed, energy-efficient, sustainable and affordable homes to rent and buy
- Maintain the balance between incomes and housing costs
- Be a city recognised for its high quality of life, with improved green spaces and access to world-class sports, leisure and cultural facilities
- Have an integrated, smart and affordable transport system
- Be on a path to being a zero-carbon city by 2050
- Be a beacon for sustainable design
- Increase productivity for the benefit of the city and the UK as a whole.



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's economy grew 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. They find Manchester a good place to locate given the ready access to a large labour market, affordable locations and good connections to international markets. Our diverse population with its vast array of languages and cultures is increasingly attractive to those businesses seeking to operate in the global marketplace.

"There are much better job opportunities."

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, in addition to our 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, such as 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' that brings 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 broadcasts, games and apps, and designing new retail channels made in

Manchester and sold around the world. Our businesses are using new technology to stay at the leading edge of their fields.

Manchester has thriving design businesses, with one of the greatest concentrations of jobs in the country. A recent Design Council report suggested 10,000 new design jobs had been created in the city region between 2010 and 2014. This fast-growing sector has much to contribute to Manchester's future and reflects the city's place as a leader of design, arguably since the Industrial Revolution.

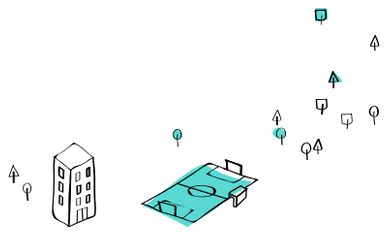
Manchester's cultural organisations have an important part to play in the city's growth. They employ around 1,000 people directly, but also generate more jobs in the wider economy to support visitors to the city itself and beyond. As these organisations continue to develop, more jobs will be created.

The construction sector is also growing fast, and commercial, housing and infrastructure investment projected over the next 10 to 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 people to work in our retail, hospitality and food and drink industries, as well as more teachers and healthcare workers. Together these and other occupations act to support an attractive, vibrant and growing city.

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

"I was able to create my business, which is good!"



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 good-quality jobs. We will need to work to upskill 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. Good-quality and high-level apprenticeships have a vital role to play.

Manchester is the 2016 European City of Science. We will use this as a springboard for exploiting our research strengths over the next decade and engaging more people from all walks of life in science. 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 so create benefits for the people who live and work in the city.

We have a history of using our assets in collaboration with partners 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, and the private, public and voluntary sectors 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, a leading Trust for teaching, research and specialist services.

This area, with its dense cluster of knowledge-intensive organisations, is a key driver for our economic growth. It attracts businesses that want to innovate and grow, and which recognise the major benefits of being located in an area rich with innovation and new ideas. As a city we are focusing on how to turn ideas into commercial products we can use to benefit the city, and 14,000 high-quality jobs will be created in Corridor Manchester that will support this aim.

Major investments by the universities and hospitals have been augmented by new research, incubation and science facilities, which provide the foundation for creating commercial applications for the great research we do. Manchester Science Partnerships (MSP), which supports collaboration between entrepreneurs, investors, researchers and businesses, plays a key role in this and in the commercialisation of research supporting the growth of science and technology businesses. Citylabs is the £25million flagship redevelopment by MSP of the city's former Royal Eye Hospital into 100,000sq ft of bespoke-built biomedical facilities. This centre of excellence has attracted Hitachi's European Big Data Laboratory, Elucigene Diagnostics, and MAC Clinical Research, and is also home to Manchester's key health innovation organisations such as TRUSTECH.

The universities have also invested considerably in early incubation facilities such as Manchester Metropolitan University's Innospace.

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 exceeded national rates of growth, and will continue to do so in the future. We expect exports to rapidly growing overseas markets to increase. Our other businesses will benefit from this local expertise, which will help 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. As we do so we will respect the heritage of the city, including finding new uses for existing buildings while designing outstanding new buildings. We will need a good supply of well-designed office space for large businesses and professional services in locations such as Spinningfields, Airport City and Piccadilly, but also affordable and bespoke space for new and creative businesses and our science sector. Commercial development will continue across the core of the city centre, with major developments progressing at NOMA, First Street and around the Civic Quarter. 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. Work will also continue with Salford to extend the economic boundaries of the city centre westward.

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 at raising the levels of our exports and build on the city's tradition of selling its ideas to the world.

"While Manchester's most important heritage must be preserved, it can be unique in the UK by embracing contemporary architecture."

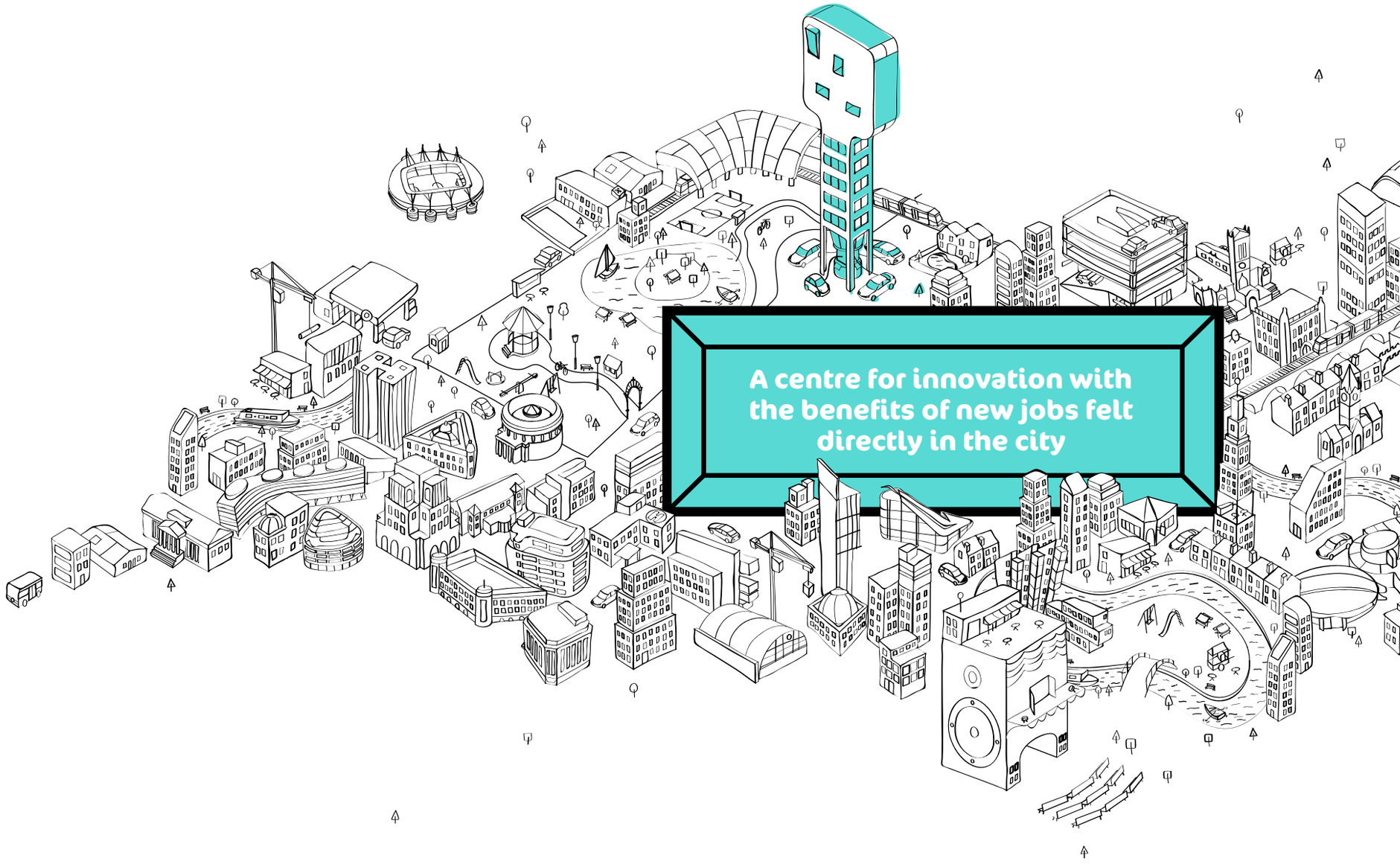
We will also further encourage the networks within and between sectors, such as those that have been forged in Corridor Manchester and the Northern Quarter. The most innovative and successful cities are alive with connections and creativity brought about by people sharing ideas across traditional divides.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

"I have made more connections and introductions with fellow freelancers and broadened what I consider to be my local community."

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

As a thriving and sustainable city we will:

- Support the growth of established and emerging business sectors
- As the 2016 European City of Science, increase the city's engagement with science and develop its international profile
- Chart a course to becoming a leading digital city
- Capture the commercial potential of research and innovation – particularly in advanced materials and at key employment areas such as Corridor Manchester and Airport City
- Upskill the city's workforce to ensure that Mancunians can benefit from the new jobs created here, including more and higher level apprenticeships
- Maximise the potential of the Business Growth Hub to support Manchester's businesses and entrepreneurs
- Improve the resource efficiency, carbon and environmental performance of all business sectors.



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A highly skilled city

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

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 in our service industries.

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

Manchester Metropolitan University is a national pioneer in the development of degree apprenticeships – a new form of degree education for school-leavers that combines employment with academic training.

The spirit of enterprise within the city needs to be nurtured and we recognise that this is not limited to younger people. 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 throughout their lives. This includes valuing the important role that older people play in the city's success in both paid and voluntary work, and through their active participation in the life of the city. We will create a clear link between the economic opportunities in the city and developing the skills people will need to compete for good jobs.

"A 'knowledge' city where all Manchester children are given the opportunity to go to excellent schools that will prepare them for the very competitive future job market."

It is important that all children and young people growing up in Manchester can 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 the diversity of our population. Addressing the geographical disparities across the city is essential if people are to have the right skills to access the high-value and highly skilled jobs that are increasingly leading the economy of the city.

"In future, more Manchester residents will be able to obtain highly skilled, professional and well-paid jobs."

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. Manchester Life has created a new model for high-level apprenticeships across all aspects of the design, development and construction of projects in east Manchester. We would like to see this model replicated and developed further.

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, engineering and maths, as well as digital and coding skills. Excellence in these subjects is key to securing employment in the jobs of tomorrow, but we also recognise the value of combining this with arts and creativity.

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. Manchester Youth Council polled all 11 to 18-year-olds in the city about what matters most to them. They received almost 24,000 responses (one of the highest turnouts in the country). The second-highest priority for young people was to have 'a curriculum that prepares me for life'.

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. Many organisations have a part to play in this, not just those traditional services for children. For example, our libraries and galleries and the Museum of Science and Industry all run regular activities for preschool children and their carers.

A critical outcome of this focus on skills has to be our residents' ability to get good-quality jobs that 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 up to, and in some instances beyond, traditional retirement ages. Investment by employers in the current workforce will improve the skills and productivity levels of their staff and, in turn, benefit 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 they do not get caught in a cycle of low pay and no pay. Working Well, delivered by Big Life on behalf of the Greater Manchester Combined Authority, is a programme that provides targeted support for those furthest from the job market.

Looking forward, Manchester aspires to be a city where everybody is paid a real 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.

"Becoming a real living-wage city would go a long way to making life better for citizens."

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 upskilling or reskilling in a city brimming with opportunities.

Eighty per cent 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 want 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 highly skilled city we will:

- Work with employers to ensure that everyone is paid at least a real living wage
- Improve educational attainment to be above the national average, with a focus on science, technology, engineering, maths, digital skills and creativity
- Inspire the next generation to be the best they can be and provide them with the knowledge, skills and resilience they require to succeed
- Encourage a meaningful work placement for every young person
- Support the positive contribution older people make through paid and voluntary work and their active contribution to city life and their communities
- Use our devolved powers to align the skills system with the needs of our economy now and in the future
- Continue to drive economic growth in high-value sectors to retain and attract the best talent
- Increase the number of apprenticeships, developing new models that encourage high-level apprenticeships in a wide range of fields
- Connect higher education institutions with businesses in the city to give graduates a clear route to quality employment or support for an innovative idea
- Encourage employers to unlock the potential of the workforce over the long term; for example, promoting continued professional development at all levels and developing entry-level roles that offer clear progression routes to high-value, high-skilled roles
- Reduce the number of people with no qualifications and increase the opportunities for people to improve their skills throughout their working lives
- 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.

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 past decade, including improvements in education and housing, better access to jobs, falling numbers of children growing up in poverty, and reducing numbers of young people not in employment, education or training. Crime levels have also fallen. This has in large part come from the strength of the collaboration between organisations, businesses and residents.

"The city feels safer than it used to."

Despite these gains there are still areas of intense deprivation in the city. These are far less widespread than they were ten years ago, but exist nonetheless, and we must do more to address them.

Worklessness, low skills, poor mental and physical health, insecure employment and inferior housing act in combination to make life extremely difficult for too many people. This puts heavy demands on public services.

In 2015 there was a £5billion 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 by improving the way public services support people to get 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 to improve people's mental health and wellbeing. 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 grows up in poverty and more than 1,300 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.

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 among the worst in the country. Mental health problems affect too many people. 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 they are focused 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.

"Manchester is a caring city, whether it's for the neighbourhood or each other."

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. Our faith organisations and communities are an important asset to the city and provide support for people in many ways throughout their lives. We want to continue to encourage respect between faiths, cementing the cohesion between communities, about which Manchester should be rightly proud.

Supporting all residents to be active, resilient and independent is a core part of the public service offer in the city, whether this is the availability of free wi-fi and computers in neighbourhood libraries, or the opportunity to learn 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 work experience and placements. These are invaluable in helping to upskill people and support them into jobs in the long term.

"Community involvement and volunteering opportunities seem to be on the rise, and culture festivals and events always seem to improve."

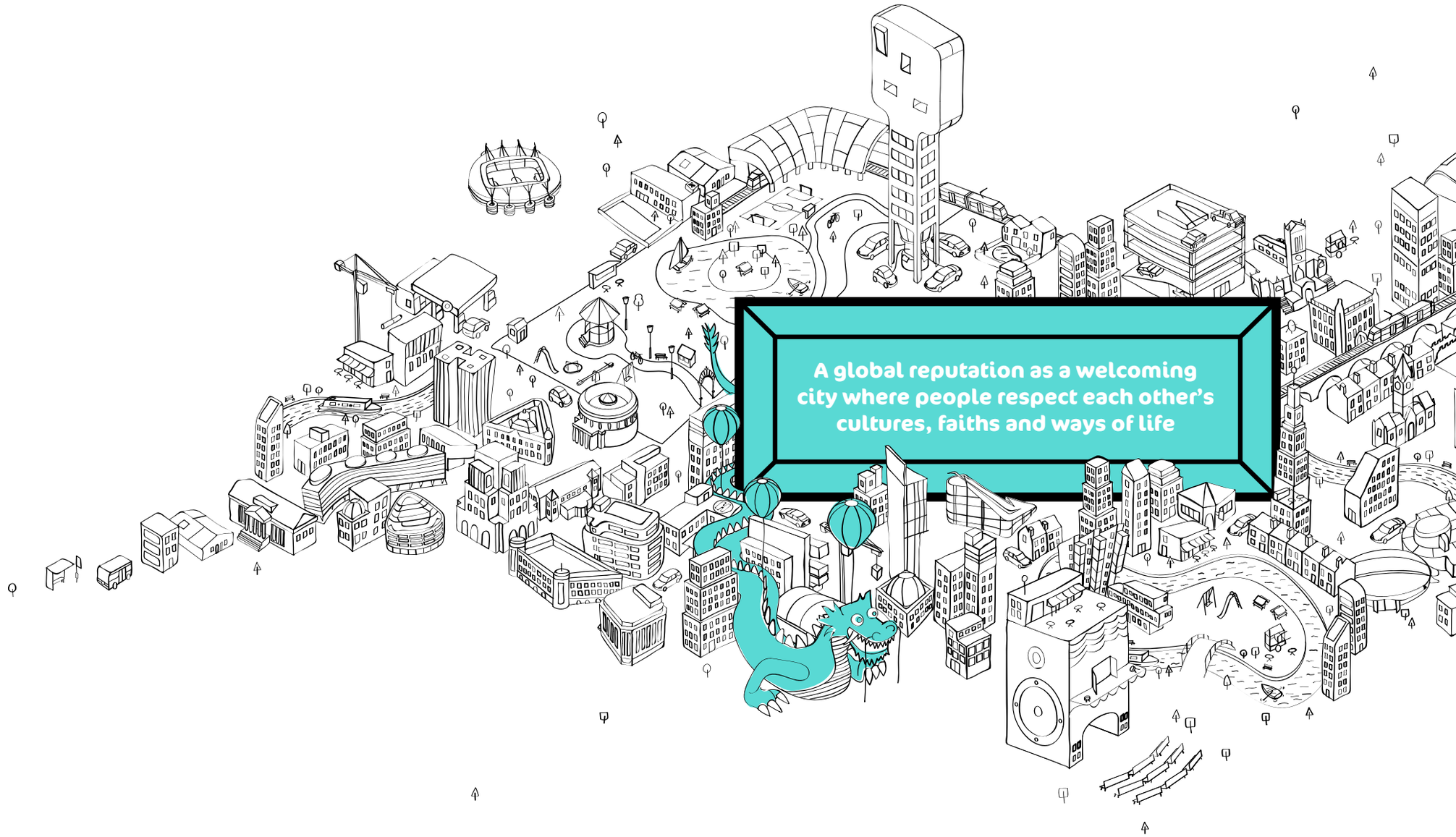
We intend to radically change health outcomes over the next decade using new devolved powers over health and social care. We will bring together health providers, the Council, voluntary sector and communities in new ways that will target the specific problems we have in Manchester. Integration of health 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 energy-efficiency measures and reducing energy bills, 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 that Manchester is both a low-carbon and a healthy 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.

"Manchester has an amazing culture; we just need to make sure that everyone can enjoy it. My hope is for a city where no one feels lost or excluded, a city that looks after all its people young and old, and a city that we can be proud to say is ours."

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 by focusing on the experiences of the people who need help, streamlining and simplifying the way help is accessed. So far this new approach has supported more than 1,500 families to make positive changes in their lives, increasing their resilience and self-reliance. This is good for those families and good for us all, as the costs we have to bear as a society will be less.



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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.

"I want to see Manchester as a city for all ages."

Older people are a huge asset to the city and we will continue to support the major contribution they make to the city through active participation in their communities, including volunteering and their contribution through paid work.

Manchester's pioneering Age-Friendly programme, endorsed by the World Health Organization, aims to ensure that older people 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; it also encourages them to participate in and contribute to the life of the city and its communities. 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. Crucially, we need to recognise that an Age-Friendly city has benefits for everyone.

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 ten years, scaling up the programmes that work, and designing new programmes with the voluntary sector and other partners that address the challenges we have as a city. There needs to be a renewed focus on preventing problems occurring by ensuring that people can access the help they need early and that they are equipped to take care of themselves.

"Our design industry has a critical part to play in achieving our vision, from 'place-making' and developing commercial uses for our scientific discoveries, to delivering public services in new ways."

The value of the voluntary sector to the city is self-evident. The knowledge, flexible approach and ideas to problem-solving in this sector are hugely important in shaping the city and supporting communities. We recognise and value the role the sector plays, 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 progressive and equitable city we will:

- Radically improve health outcomes, integrating health and social care, and supporting people to make healthier choices, so that people have the right care at the right place at the right time
- Reform services for children and families, increasing the number of children arriving at school ready to learn and increasing their life chances, supporting their future independence
- Continue to work with the voluntary and community sector to find new ways of reaching those communities that remain untouched by Manchester's success, creating resilient and vibrant communities of people
- Continue to be recognised as a pioneering Age-Friendly city
- Aim to be the UK's youth capital
- Use devolved powers to expand our programmes to support people with complex and multiple problems get their life back on track
- 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
- Ensure that shelter and support is available for homeless people who want and need it
- Tackle fuel poverty by improving the energy-efficiency of our existing homes, building new homes to the highest standards, and locally generating increasing levels of affordable, low and zero-carbon energy.

A liveable and low-carbon city

A destination of choice to live, visit and work

The future of cities like Manchester is inextricably tied to whether they 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, attracting more investment and jobs. This virtuous circle will make us truly sustainable in the long term.

Manchester has huge advantages. It has a broad base of good jobs, good-quality housing, and the best public transport network outside London. It also has an inclusive welcoming atmosphere, a vibrant nightlife, excellent sporting facilities, plenty of green spaces, and a cutting-edge arts scene. These things are important to the quality of life and in creating a city that nurtures aspiration and success. We have recognised this by investing in our cultural assets, sports facilities, open spaces and waterways. It has also driven our focus on designing and creating public and civic spaces such as St Peter's Square, which open up the city and provide places for people to meet and spend time. This reaches beyond the city centre with investment by many partners across the city. 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.

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. But to respond to the challenge of being a cleaner and litter-free city – something people evidently feel passionate about – everyone needs to play their part. 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. Tougher enforcement in the city centre has led to thousands of fixed penalties being issued during 2015.

We want to see a city that everyone respects.

"We need to be a society that takes responsibility for the space around them – especially dog foulers and people who drop litter."

As a city we have improved our levels of recycling, but we must go further, not just to help meet our environmental objectives, but to help manage the pressure on our budget.

Manchester will pursue growth while improving air quality, decreasing pollution and generating energy from sustainable sources; the city must also prepare for future changes to the climate.

Manchester is committed to playing a leading role in action against climate change.

Ahead of the Climate Change talks in Paris in December 2015, Sir Richard Leese, Leader of the Council, said his ambition was that by 2050 all Manchester's energy will come from green sources. "The transition to clean energy," he said, "needs acts of leadership from the many not the few."

The city's existing commitments on climate change are set out in our 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 in recognition of the fact that action on climate change has the potential to bring benefits that can contribute significantly to 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 already have a target to reduce the 2005 CO_2 emissions by 41% by 2020. 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 the Government to address this.

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 that relies on the extraction and processing of finite resources to manufacture goods, to one that sees waste as a resource, giving birth to a whole new industry in material reuse and recycling.

In order to meet the demands of a growing population, the city will need to increase the delivery of good-quality and affordable new homes for sale and rent in neighbourhoods and make sure that they are connected to future employment opportunities. By delivering high-density housing developments we will ensure that more people accessing jobs live within the city, and that we make the best use of the space we have, limiting the requirement for green belt development. Care will be taken to ensure that homes are good quality and that the scale and heights of buildings are appropriate. This will be guided by the planning process.

We need to consider different types of housing that meet the needs of people as they age, helping them maintain independence and access appropriate support while continuing to live in the city.

"We really need to use cheaper, smarter materials for housing, with a different look too."

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.

We need to continue to support growth: 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.

Manchester is developing the highest density housing in the places that are best connected by public transport. This type of urban development allows the city to grow more sustainably and responds to people's desire to be well connected by public transport.

The city also needs to provide good-quality public 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 by integrating them into the city as it continues to develop. There are 143 parks and green spaces in Manchester, and it has one of the highest levels of tree cover of any large city at 20% of its area, compared to the UK average of 8.2%. In the past ten years over 60,000 trees have been planted and 32 new orchards created. We need to make sure that our parks and open spaces are accessible and that people can use them easily. It is also important to recognise the critical role of indoor public space, such as libraries, galleries, places of worship and civic buildings, in creating an attractive and liveable city.

"A 'parklife' city, where all residents have access to green spaces in which they feel safe to exercise and socialise."

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 – the 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 it 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 world. 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.

"Culture and sport have definitely improved."

The Manchester International Festival (MIF) is firmly established as one of the UK's most influential cultural events, while HOME has created a new destination for original commissions and world-leading international innovations in film, theatre and art. The Whitworth Art Gallery, which has benefited from an award-winning refurbishment, has won critical acclaim, being named 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. This complements 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. Music, theatre, art and dance of all kinds add to the interest and vibrancy of the city.

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.

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.

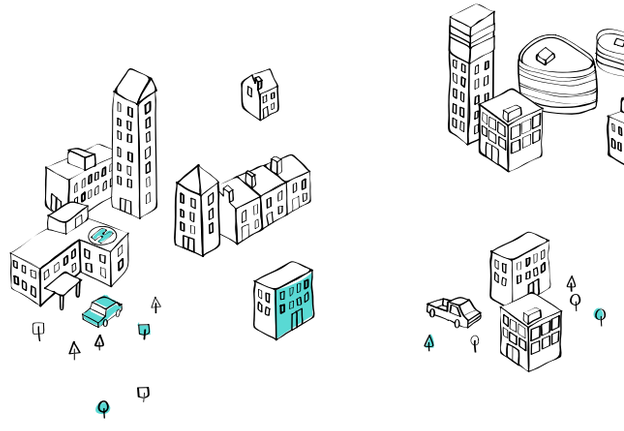
The city's population is growing and becoming ever more diverse. Manchester has a global reputation as a welcoming city, and residents have a proud track record of positive integration and respecting one another's cultures, faiths and ways of life. The city embraces and works to improve the lives of the minority groups that 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 far beyond.

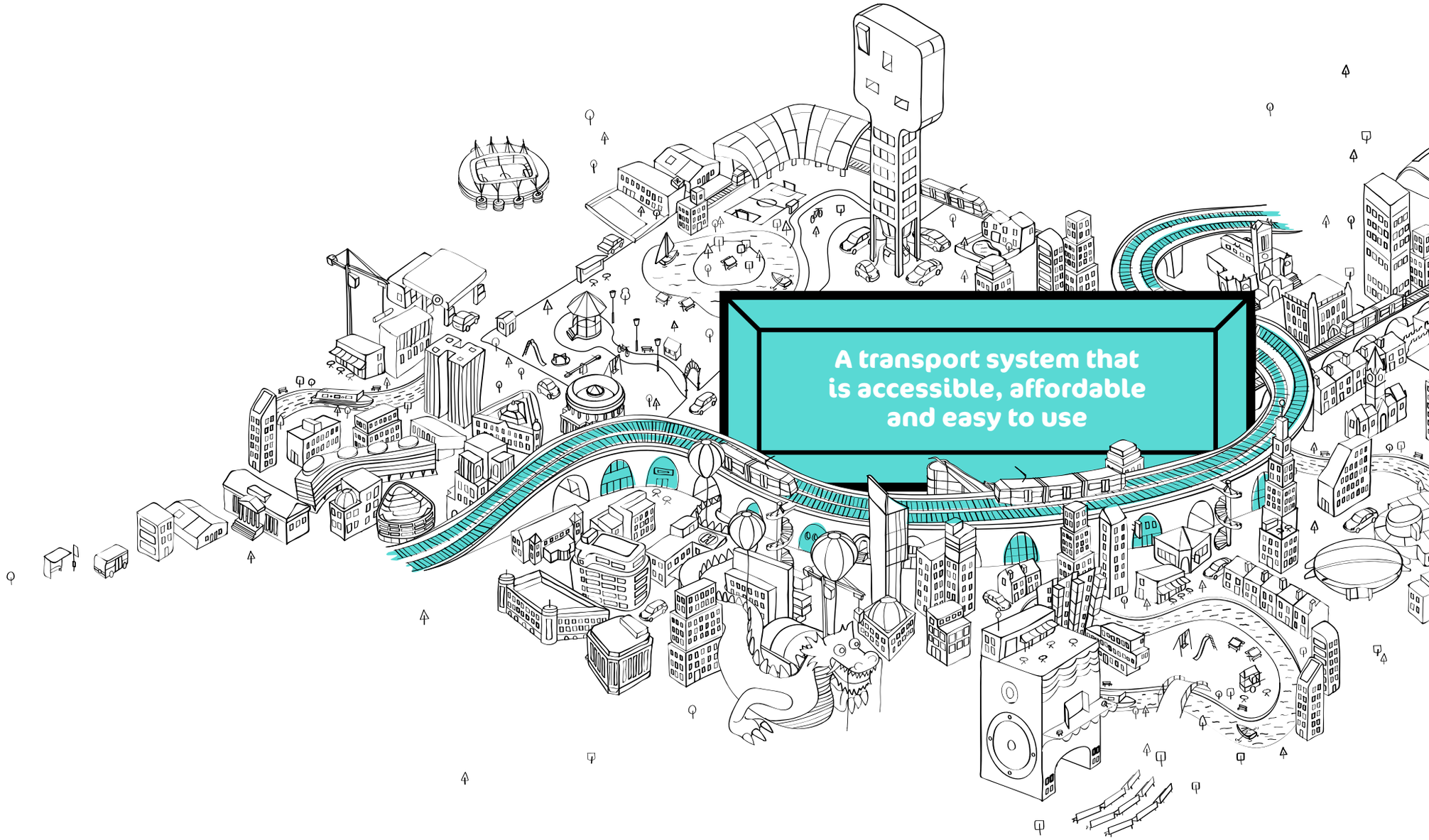
"Manchester is really good at celebrating diversity and is a very inclusive city. I love all the cultural events. This is a real strength of the city."

We must continue to ensure that the sense of cohesive, integrated communities that forms the lifeblood of our neighbourhoods is retained, and that those communities 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 and forming a core tenet of the city's identity.

As a liveable and low carbon city we will:

- Provide a diverse supply of good-quality housing in clean, safe, more attractive and cohesive neighbourhoods across the city
- Encourage walking, cycling and public transport use, and continue to invest in the infrastructure this requires
- Become a cleaner litter-free city
- Recycle more of our waste
- Improve the quality of parks, green spaces, rivers and canals, and incorporate more into new developments where appropriate
- Harness the potential of technology to improve the city's liveability, sustainability and connectivity
- Invest in cultural and sports facilities for the benefit of the city's residents and to improve the city's international attractiveness
- Have cultural institutions that reflect and celebrate diversity, engage communities and engender pride in the city
- Provide opportunities for the city's artistic and creative community by increasing commissioning, production and performance activities
- Increase volunteering across the city
- Be a 100% clean energy city by 2050
- Continue to encourage the growth of a low-carbon culture
- Ensure that our communities are protected from a changing climate.





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A connected city

World-class infrastructure and connectivity to drive growth

Manchester has long recognised that it needs a world-class transport system to support its growth ambitions and growing population. People need to get into and around the city easily, cheaply and sustainably.

Over the past ten years Manchester has invested heavily in upgrading its infrastructure. In 1992 Manchester opened Metrolink, the first major tram system in the UK, and in recent years the network has doubled, with new routes to the Airport, Rochdale and Ashton.

"I like the new tram system. I like the improvements it's brought to Wythenshawe centre, near where I live."

A second Metrolink line is being built across the city centre to give much-needed extra capacity so that trams will be more frequent and quicker. A cross-city bus network will provide new routes and faster journey times, and Oxford Road will be transformed by removing cars and providing high-quality cycling facilities. New cycle routes have been created along canal towpaths in Wythenshawe and between Didsbury and the Mersey Valley Transpennine Trail. By working with a wide range of interested parties, including businesses and residents, Manchester has designed and delivered a five-mile cycleway along Wilmslow Road. This will provide safe space for cyclists of all ages and abilities.

"There has been investment into cycling – not perfect, but improved."

Levels of walking and cycling will need to continue to increase in order to improve health and access to jobs, and to alleviate pressure on our public transport system. There will be continued investment in walking and cycling facilities, including in the city centre. This will be delivered over time as funding becomes available, but the intention is that it will provide a coherent and high-quality network within the wider transport system.

Ongoing investment in trees and large and small green spaces will help to create attractive neighbourhoods and routes that encourage our residents to travel to work, study and shop through healthy active travel.

"What's improved Manchester? In my area, the introduction of the 20mph zone."

We will continue to improve our transport system to ensure that it is accessible, affordable and easy to use. Devolved powers, including powers that enable us to create a franchised bus network, will enable Manchester to develop a truly integrated transport system. Currently, the bus network is not serving the city and its residents as effectively as it could: fares, routes and ticketing all need improving.

We will introduce smart ticketing 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.

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.

Manchester Airport is the only two-runway airport in the UK outside London and the south east. It has over double the number of 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 22million passengers to over 40million by 2030. Past strategic decisions have provided a platform for growth at the airport, which 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 one of the largest airport groups in Europe, which includes Manchester Airport. The city's share reaped a £14.5million 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. This has included new green spaces in the city centre, deep-cleans in district centres, community clean-ups, food-growing projects, and 1,000 new cycle stands, which will be located across the city. Further dividends from the airport will be used to offset 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 with 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 onsite 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 co-ordinate 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 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. Transport for the North is a new statutory body that will be tasked with developing and overseeing the plan to transform the road and rail system between Manchester, Leeds, Sheffield, Liverpool and Newcastle.

The city's digital infrastructure is critical to its future success, as this connectivity underpins growth across all sectors. While super-fast broadband is being introduced 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 faster digital connectivity with higher bandwidth. Importantly, it also means we need to use everyday digital technology – smartphones, real-time transport information, and 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.

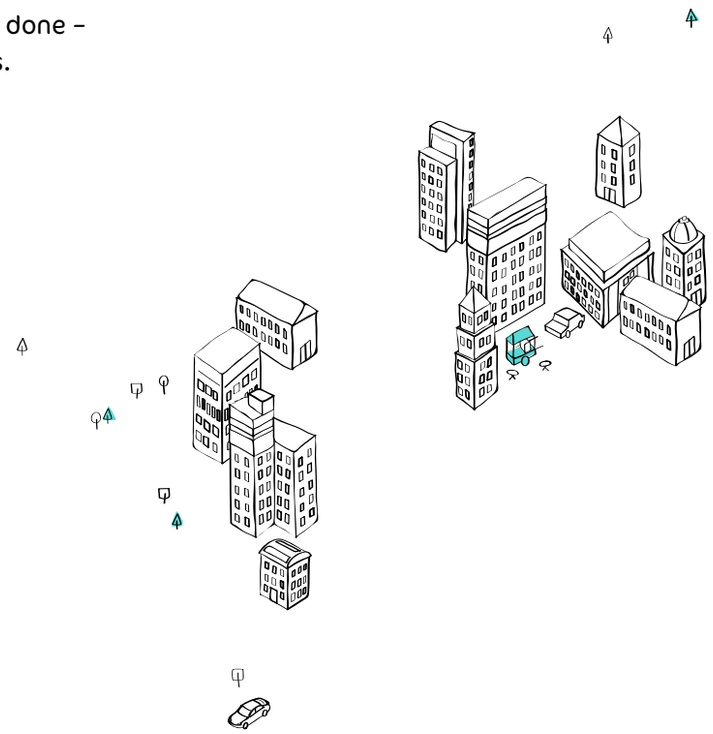
The city's connectivity goes beyond transport and digital connections. We have strong links with cities and states across the world. Some are historic, for example our 30-year sister-city relationship with Wuhan in China, our leading role in Eurocities, and others more recently forged, such as that with 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 build these relationships through new approaches. These are ideas we can sell to the world.

As a connected city we will:

- Develop an integrated, smart and clean transport network that reflects the changing shape of the city and the way people need to move around
- Increase the proportion of cycling and walking journeys and provide improved infrastructure and signing
- Position the city at the centre of first-class networks – locally, nationally and internationally
- Use the momentum created by HS2 developments to drive growth and investment
- Work as part of Transport for the North to secure long-term investment to radically improve transport connections across the North
- Capitalise on the increased capacity at the airport and the connectivity and logistics benefits of Airport City to boost the economy
- Create a framework for action as a Digital City
- Use digital technology to transform the way we use energy in order to help reduce energy bills and carbon emissions.

Delivering the strategy and monitoring progress

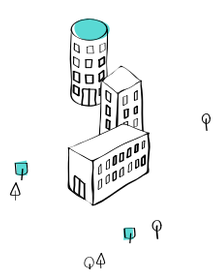
The task we have set ourselves is challenging. It will take hard work, collaboration, energy and commitment to achieve our vision. But Manchester is a city that gets things done – we will combine our efforts to deliver our priorities.



Organisations across the city from the public and voluntary sectors, including businesses and the arts, all have a part to play in delivering the strategy. The people of Manchester will make a difference too. They are what the city is about. By helping to shape this vision through the consultation process, and by committing to make their city world-class, the people of Manchester will help to fulfil the city's potential and make it truly exceptional.

"Manchester. The Northern Powerhouse. The second city. The cultural heart of England. A place of excitement, interest and opportunities for all."

The strategy is a high-level framework for action. Much of the detailed action to deliver the strategy will sit within plans that are developed and delivered by organisations across the city.



There are a number of key plans that will support delivery:

Local Development Framework: A 'folder' of documents setting out guidelines for spatial development in Manchester.

GM Transport Strategy 2040: Sets out a vision for the transport network that Greater Manchester needs by 2040 to deliver 'world-class connections that support long-term sustainable economic growth and access to opportunities for all'.

City Centre Transport Strategy: Aims to support the economic success story of the city by identifying key transport policies and interventions for future delivery.

City Centre Cycle Network (in development)

Manchester Work and Skills Strategy 2016–21: Aims to develop a work and skills system that meets the growth needs of all businesses, and enables residents from all backgrounds to obtain the skills and attributes employers require.

Manchester Strategy for Ageing: Sets out how Manchester will continue to be a leading Age-Friendly city.

Family Poverty Strategy 2012–15: (new version in development)

Corridor Manchester Strategic Vision to 2020: Outlines the partnership's vision for generating further economic growth and investment in the knowledge economy for the benefit of the city region.

City Centre Strategic Plan 2015–18: Identifies the key drivers that will influence growth and development over the next few years and explains the proposed direction of travel.

Manchester: A Certain Future 2013 Update: The city's climate change action plan.

Green and Blue Infrastructure Strategy: Sets out the vision, objectives and headline actions for investment in the city's green and blue infrastructure during 2015–25.

Manchester Residential Growth Strategy: Encourages and guides the delivery of new housing across the city.

Greater Manchester Strategy: Sets out the priorities that will drive sustainable economic growth, and reforms the way public services are delivered in Greater Manchester.

Manchester Digital Strategy: Aims to support the growth of this sector and continues the competitive advantage this will bring residents and businesses to provide skills and jobs that drive the economy.

Neighbourhood Focus Strategy (in development in 2016)

Place Plans for North, Central and South Manchester (in development in 2016)

GM Strategic Sustainability Plan: Details the plan for health and social care in Greater Manchester as part of Greater Manchester's devolution agreement.

Manchester Health and Social Care Locality Plan: Sets out the five-year vision for improving health and social care outcomes across Manchester.

Health and Wellbeing Strategy: Overseen by the Health and Wellbeing Board this sets out the priorities for improving the health of the city through preventive action and by treating poor health.

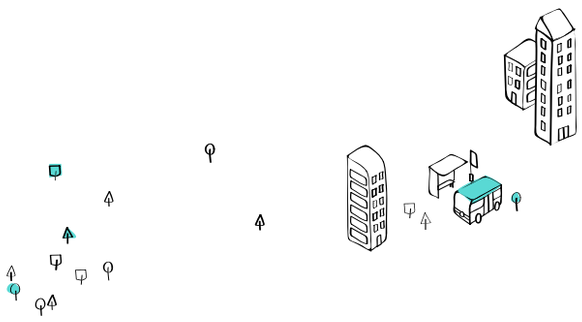
We will continue to chart our progress through annual State of the City Reports. This will include metrics that measure our success. These will need to be developed further over time so that we can more accurately reflect the changing city. We would like to work with partners to develop the best available metrics, including those that will track how perceptions change over time.

The metrics we will use to monitor progress will include the following for each theme.

Overall vision for the city	The gap between tax income and public spending in Greater Manchester (£m)
	Citywide population and projections
	Rate of population growth in % terms – Manchester vs England

Thriving and sustainable city	Number of jobs in the city (total employment)
	% growth in jobs across all sectors, highlighting key growth sectors such as financial and professional services, advanced manufacturing, science and technology, and construction in Manchester and Greater Manchester
	Annual GVA growth (Gross Value Added per head) for Manchester
	New office availability and take-up by sector (000s sq ft) by grade
	Reduce CO_2 emissions per £m GVA

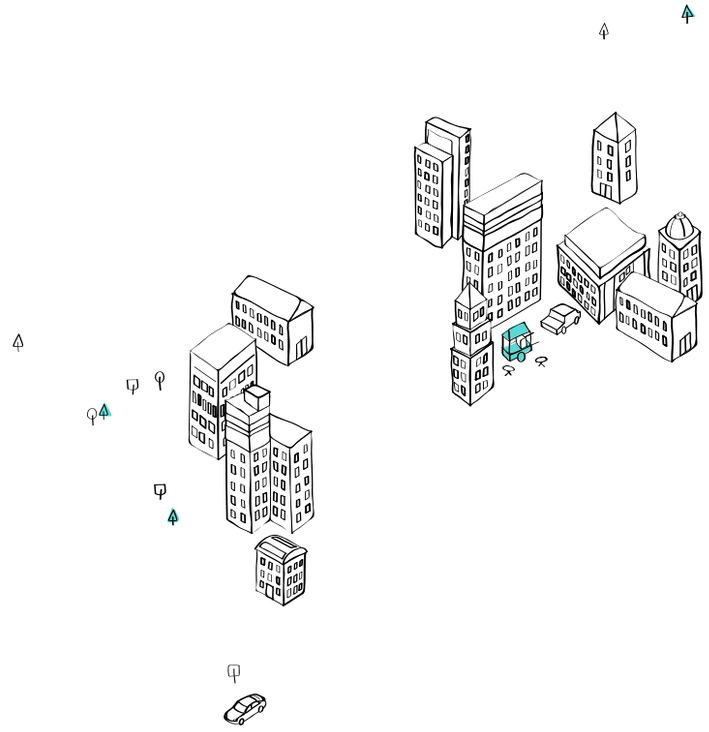
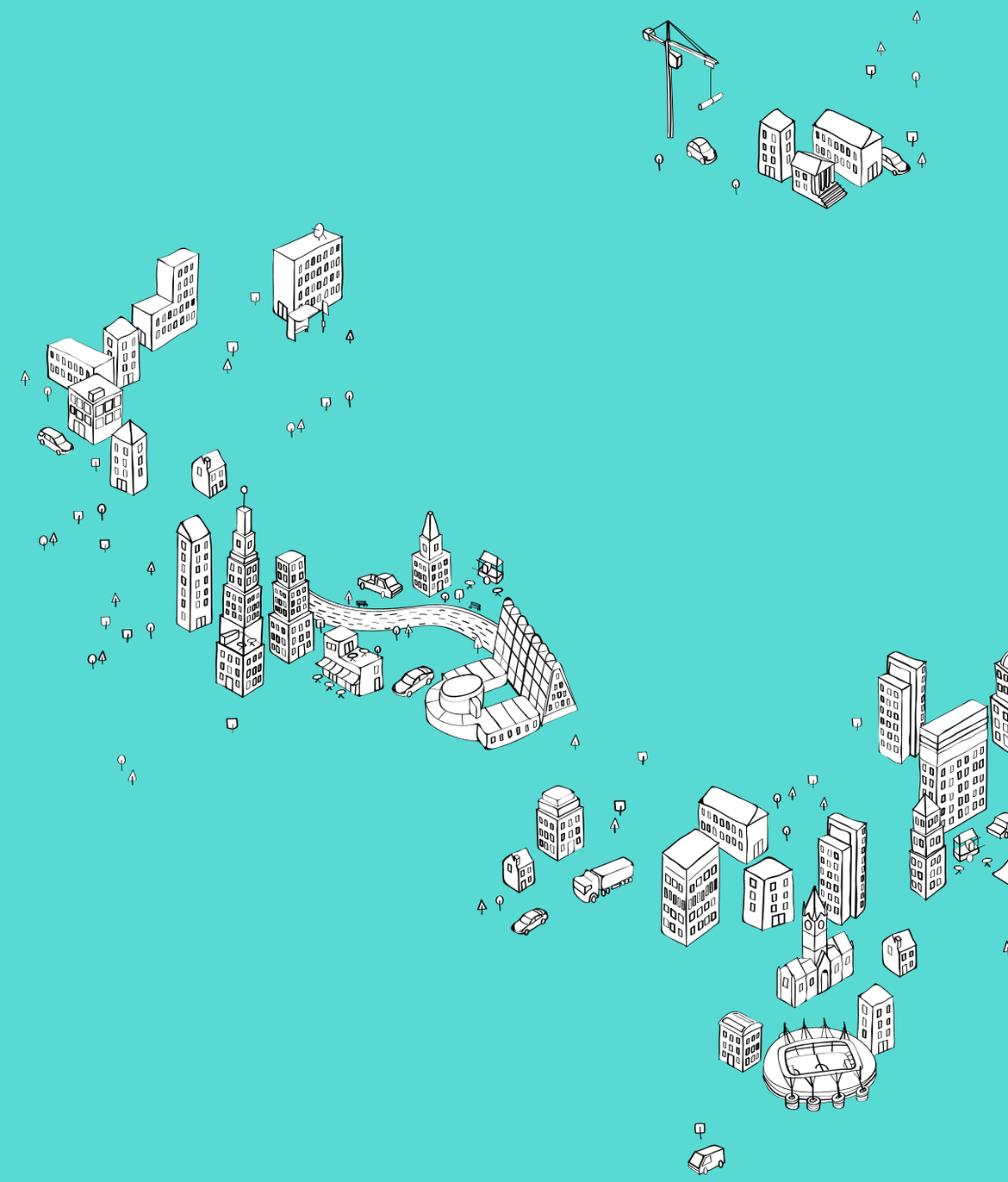
Highly skilled city	Educational Attainment Results – National measures to be continued
	School absence and persistent absence
	Apprenticeship stats and apprenticeship achievements
	Raising the participation age (% of pupils not complying with duty and reasons)
	Work location of graduates from Manchester
	Graduate retention among Manchester universities
	Annual Survey of Employee Hours and Earnings (ASHE) – Manchester workplace vs Manchester resident
	Gap between resident and workplace wages.
	Number of residents on out-of-work benefits
	Resident population with no skills, and levels 2+



Progressive and equitable city	% of workforce paid living wage (£7.85 an hour) – percentile of hourly rates
	Number of looked after children
	% of children under 16 in low-income families
	Proportion of households living in fuel poverty
	Active People Survey – participation in 30+ minutes of sport, one or three times per week
	Childhood obesity at year 6
	Children aged 0–5 in contact with NHS dentist
	Rate of deaths caused by respiratory or circulatory diseases or cancers (separately) compared to national average
	Healthy life expectancy at birth
	Number of years expected to live in good health post-65
	Early Years Foundation Stage Profile: % achieving good level of development
	Reductions in dependency evidenced through Confident and Achieving Manchester Programme
	Emergency hospital admissions (rate per 100,000 people)

Liveable and low-carbon city	Direct CO_2 emissions
	Levels of recycling (% of household waste recycled or composted) and total weight of recycled material
	Volume of residential property sales and residential property sale prices (city centre and rest of city)
	Empty properties as a % of all housing stock
	Increase in new homes
	Number of volunteer hours
	Annual mean nitrogen dioxide concentrations (µg/m)
	Victim-based crime
	Perceptions of littering an issue in the city
	Number of homeless people in temporary accommodation

Connected city	Residents' broadband take-up %
	Trips into Manchester key centre (morning peak 7.30–9.30am) by bike
	Trips into Manchester key centre (morning peak 7.30–9.30am) by various modes of transport (car, bus, rail, Metrolink, cycle, walk)
	Public transport patronage (bus, train and Metrolink)
	Number of airport passengers



Thanks to everyone who shared their dream for Manchester