

Our Place.  
Our Time.

**Andy Burnham:**  
Our Voice



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## Foreword

“Over the next decade, if we accelerate our response to the climate crisis, we can create thousands of good jobs, improve homes, overhaul our transport system and make this an even better place to live.

When I look back over the last four years, I am struck by how much has happened.

From the terrible attack at the Manchester Arena, to the wildfires of 2018, and on to all the challenges of the pandemic, we've been through a lot together.

We think of those we've lost and will always remember them.

As hard as all this has been, what stays with me is the way people responded.

At these times of crisis, I have looked over my shoulder and drawn strength from the genuine togetherness of our people and our communities.

Your support has been inspiring and I thank you all for it.

And it gives me real hope for what comes next.

Despite the challenges we have faced, we have begun to show how we can use devolved power to make real change happen.

Four years ago, we were facing a growing homelessness crisis, with the number of people sleeping rough on our streets rapidly rising.

People were doubtful whether the situation could be turned around. But it has been – and we've done it from the bottom up, through a network of people and organisations, all pulling in the same direction.

It shows the power of this place when it works as one towards a common goal. It is truly awesome.

Now we need to apply the same whole-society approach to our recovery from the pandemic.

Our starting point must be the recognition that many of our communities have been hit harder by Covid than other parts of the country.

Why? Because too many people here do not have jobs and homes which support good health and well-being.

This reflects a failure of all Westminster Governments to support the North over many decades.

We need to set ourselves a new mission of a more equal Greater Manchester, where everyone has a good job, a good home and the good health that comes from that. We can do it.

Things are changing. Our voice is getting louder. We have strengths to draw on that other places don't.

People can feel the potential of Greater Manchester – and they are buying into it.

We have seen huge inward investment over the last two decades and we are well on the way to achieving our goal of becoming the UK's leading digital city-region and green city-region, leading the next industrial revolution as we led the first.

Over the next decade, if we accelerate our response to the climate crisis, we can create thousands of good jobs, improve homes, overhaul our transport system and make this an even better place to live.

We know what we need to do. We have plans to deliver it all. We are ready to go.

**Let's make this OUR TIME.**



**Andy Burnham**  
Mayor of Greater Manchester

## Our priorities

“Greater Manchester has been tested by the pandemic. It has been tough, particularly for people for whom life was already hardest. But we have pulled together. And now we must apply the same determination to our recovery – and take the opportunity in front of us.

The pandemic has presented us with a chance to step back, to refocus and to speed up the delivery of our ambitions for the city-region.

**Post-pandemic, Greater Manchester should adopt a new shared, core mission: Good Lives For All.**

This was the call from our Independent Inequalities Commission and it is surely the right one to make when we have witnessed the human cost of eroding the living standards of those on the lowest incomes.

Good Lives For All is about giving everyone the foundation of the basics: better transport, better jobs and better homes. Over the next three years, these will be our three overriding priorities. This is Greater Manchester's response to 'levelling up'.

This manifesto starts from the recognition that the pandemic has also taken a toll on the public finances of Greater Manchester.

We can't do everything that we would have liked to do a year ago. We have therefore had to prioritise. But we've also had to innovate and find different ways of achieving our goals and the result is a manifesto which is all the stronger for it.

We have learnt over the last four years that we achieve most when we use Greater Manchester devolution to change the way we approach things and work as one city-region on shared missions.

In 2017, we were facing a rising homelessness crisis. There was a feeling that things were out of control and there was little that could be done.

But we rallied around. Our Combined Authority and individual councils joined forces with colleagues across other sectors – business, voluntary, faith, community – and together we made a huge change.

That's the strength of the Greater Manchester approach – the ability to get everyone pulling in the same direction. At its best, its power is immense.

We now need to apply that approach to the big challenges exposed by the pandemic.

On all of the specific challenges we face - be it food poverty, loneliness or digital inclusion, to name but three – we will build from the bottom up, mobilising action networks involving people from all parts of Greater Manchester society, and work to the “names-not-numbers” philosophy that has guided our success on homelessness.

The great advantage that comes with devolving power out of Westminster is that it becomes possible to

involve many more people in its use, aligning people around common goals and unlocking the contribution of all sectors. We will continue to build this approach and use it to give all our residents the basics through an expanded series of city-region missions: A Bed Every Night; No Child Goes Hungry; All Under-25s and Over-75s Online; and A Living-Wage City-Region.

Beyond that, we will ask all our public bodies to put tackling inequalities at the heart of their mission and focus on the fundamentals.

Over the last year, Greater Manchester has struggled with a higher number of Covid cases than many other parts of the country.

Too many of our residents do not have jobs, homes and lives that allow them to have good health and well-being.

And the catalyst for the change we need is accelerating our climate ambitions. That is the thread which runs through this manifesto and ties our different priorities and proposals together.

Speeding up progress towards our goal of a zero-carbon Greater Manchester by 2038 is the route towards good lives for all. Rising to the climate crisis is the way to solve the jobs crisis. But it is also the route to better homes for people and a modernised public transport system.

**We've got the ambition and the plans in place. We can make this time OUR TIME.**

The biggest change we will make over the next three years will be to our transport system.

**By the end of 2025, our buses will be under public control and Greater Manchester will have a London-style transport system in operation over buses, trams and bike hire. We will introduce a daily cap on what people spend no matter how many journeys they take. This will give people much better value for money from public transport, end our over-reliance on cars and cut levels of congestion and pollution.**

In four years, we've done a lot of the legwork. We now have contactless payment on trams; we've expanded Metrolink to the Trafford Centre; and we've provided free bus and half-price tram travel, with Our Pass, for young people. We've also shown that we won't tolerate poor levels of service for rail passengers. Greater Manchester led calls for Arriva to be stripped of the Northern franchise and for the service to be placed under public control. Most of all, we have done the work required to reform our buses, which so many people rely on.



By bringing our buses under local public control, we will make them work for us, the people of Greater Manchester, not the shareholders of the bus companies. Our buses will be regulated and accountable to the people of this city-region in a new system of franchising. We will decide where they go and what they charge. And, from this strong foundation, we will consult with the public about rebranding our public transport network as the Bee Network – a London-style public transport network, integrating cycling, walking, bus, tram and train.

The Bee Network will be based on the idea of making active travel the first choice for the first and last mile of people's journeys. This is why we are building the country's largest network of safe, segregated infrastructure for walkers and cyclists. We are taking its name – the Bee Network – and applying it to the rest of our transport system to emphasise the critical role of active travel. By the end of this year, we will have built 100km of the network and introduced a new bike hire scheme to Greater Manchester, starting in the centre of the conurbation. By the end of 2025, our bike hire scheme will be integrated into a single, tap-in/tap-out ticketing system operating over bus, tram and bike.

The last piece in the Bee Network jigsaw will be to bring commuter rail services and stations under our control, as promised by the Prime Minister at the Convention of the North in 2019. So we will develop

plans for GM Rail over the coming years, including the possibility of tram-train by integrating the rail network with Metrolink.

We will work constructively with the Government to deliver the Bee Network, but we are clear that transport in Greater Manchester will only be levelled up with London when our residents can benefit from a similar fare structure as we see in the Capital.

The Bee Network will be complete by 2030. It will be an all-electric bus and tram system running on renewable energy, as Metrolink does today, but over all modes in time. It will allow people to change the way they move around our city-region. We believe it is a compelling vision which will take our city-region up to the next level.

The Bee Network will improve life in every community in Greater Manchester, linking public transport to active travel and using a brand and livery that shows it belongs to the people of our city-region.

But we know there is much more to do if we are to level up those communities post-pandemic. Together we will deliver:

**Better jobs** by placing our Good Employment Charter centre stage, asking all employers to adopt it and linking it to all public procurement in the city-region. We will mobilise a new mass movement towards making Greater Manchester



the country's first Living-Wage City-Region. We will set up a city-region-wide Retrofitting Task Force – linking businesses, housing providers, colleges and training providers – to create a network that can unlock the potential for thousands of good jobs in this area. We will use our devolved control of the Adult Education Budget to provide conversion courses to enable people to retrain and gain new skills linked to the fastest-growing parts of our economy, for instance in the digital or green construction sectors.

**Better homes** by introducing a strong Greater Manchester Good Landlord Charter in partnership with our 10 councils and supporting districts with landlord licensing. We will bring more properties in the private sector under social housing standards by expanding the new Ethical Lettings Agency 'Let Us'. Working with our councils and housing partners, we will develop our plans to build 30,000 zero-carbon homes for social rent. We remain committed to prioritising tackling homelessness and ending the need for rough sleeping in Greater Manchester and commit to running our A Bed Every Night scheme for the whole of a second Mayoral term.

Beyond our overriding priorities of transport, jobs and homes, there are a range of other issues that will continue to be high on the agenda.

### First, policing.

Over the last four years, we have begun to repair the damage to Greater Manchester Police (GMP) following years of Conservative Government cuts, which resulted in a loss of 2,000 Police Officers and 1,000 support staff from GMP.

This is work in progress and will remain a high, on-going priority. We will continue to recruit more officers to add to the 670 brought in since 2017 and we will support our newly-appointed Chief Constable in building a new positive, accountable, victim-centred culture throughout our force, responding to the issues identified by Her Majesty's Inspectorate of Constabulary.

### Second, young people.

Back in 2017, we said that Greater Manchester would use the freedoms we have under devolution to make young people our priority for investment,

rather than the target for cuts, as Westminster has done.

We have stuck to that, and recommit to prioritising support for our young people, providing free bus travel for 16-18 year-olds and delivering the UCAS-style system for apprenticeships and work-related opportunities – Greater Manchester Apprenticeship and Careers Service (GMACS).

At this Election, we reaffirm our commitment to support for young people.

We know that our young people have sacrificed a lot over the last year. Many young lives have been severely disrupted. We now need to make an extra effort to help them get back on track.



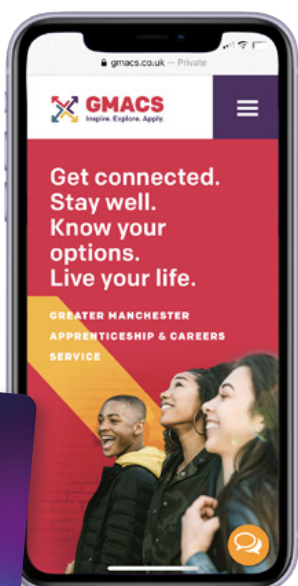
Diane Modahl has led the work on developing a Young Person's Guarantee for our city-region and we commit to implementing her recommendations.

**We will approach all bigger employers in Greater Manchester and ask them to register at least five job-related opportunities for young people on GMACS.**

And we will go further in connecting our young people to opportunity.

When the world was taking a big stride into the digital space over the last year, it was more clearly revealed how many of our young people lack basic digital connectivity.

We now have to see this as essential for our young people rather than desirable.



**So we set a new ambition in this manifesto of becoming one of the first city-regions in the world to put all under-25s online. It will reinforce our growing status as the UK's leading digital city-region.**

We will not be able to achieve this through public funds alone but will create a new Digital Action Network involving partners in business, education and the community sector to make it happen.

In doing this, we must also recognise that the pandemic has revealed how easily people of all ages can be shut out of the conversation, and lose access to services and opportunities, if they are not supported online. This is particularly a risk for older people.

**So, consistent with our status as the UK's only Age-Friendly City-Region as recognised by the World Health Organisation, we will broaden our digital ambition to help all over-75s get online alongside under-25s. To achieve this, we will examine the potential for a "reverse mentoring" scheme – supporting and training young volunteers to deliver digital skills to the older generation.**

People aged between 50 and retirement are especially vulnerable to job losses, as we feel the economic effects of the pandemic and longer-term economic and technological change – especially in retail. We will use our control over training and education funding, and work with government schemes, to help protect jobs, and support people in this age group to change their skillset.

### **Third, mental health and well-being.**

This manifesto raises mental health up the list of priorities as, having steadily risen in importance over the last decade, given the insecurity in people's lives, the pandemic has made it more urgent.

The first recommendation from our Independent Inequalities Commission was to put the promotion of people's well-being at the heart of everything we do.

We accept that recommendation.

Delivering better jobs and better homes will create

the conditions for higher levels of mental health and well-being in our communities.

But, alongside that, we need to provide new support services to promote "everyday well-being".

The pandemic has shown that helping people access support in different ways, through more informal digital services, is something that can bring real benefits.

We will work with our Health and Social Care Partnership to improve waiting times to access NHS therapists.

We need to consider how our work on social prescribing can be scaled up and developed into a structured, coherent "Well-being Service" across our 10 boroughs.

This should link to our GM Moving campaign and a new campaign to promote regular physical activity focusing on its benefits for mental health.

From now on, promoting good mental health – everyday well-being – needs to be a greater priority for all public services.

**In conclusion, this manifesto lifts our ambitions and seizes the moment.**

**We stand ready to work in partnership with the Government to deliver the priorities we have set out. If they back us with real power and resources, we will be able to move even faster to level up Greater Manchester within itself and with the rest of the country.**

**We are on the cusp of real change. Manchester has already been described as the country's "most exciting and liveable" big city. Greater Manchester has it within our collective power to dominate the next two decades with new thinking and our determination to do things differently and better.**

**We led the first industrial revolution and are ready to lead the next.**

**We have set a date for a zero-carbon Greater Manchester – 2038 – and we are the only city-region in the UK to have a science-led target.**

**If we succeed in achieving that, it will mean we have retrofitted every single home, improving them and making them cheaper to run.**

**It will mean we have an all-electric bus and tram transport system which costs less to use.**

**It will mean we have created thousands of new, good-quality jobs for young people.**

**It will mean our residents have greater levels of well-being and better lives.**

**This is all within our reach. This is already a great place to live. But it's about to get even better.**

**This is OUR TIME.**



# A manifesto for all our people and all our communities

**2020 was a wake-up call.** The Covid-19 pandemic exposed the fractures running across our society: the North-South divide, deep inequalities in health, our resilience and resistance eroded by austerity, and the fragility and insecurity of so many people's livelihoods and wellbeing. Even before the pandemic, death rates had started to rise in some groups and rates of mental ill health were rising in children and adults. And then in the middle of the pandemic, the Black Lives Matter movement forced us to acknowledge and confront the intractable realities of structural racism. These two things – Covid-19 and Black Lives Matter – have been the guiding stars for the work of the Greater Manchester Independent Inequalities Commission. We want to help bring about a city-region that works for everyone, where the economy serves the people, and everyone has a voice.

**The Greater Manchester Independent Inequalities Commission:**

The Next Level: Good Lives for All in Greater Manchester

This is an incredibly diverse city-region and we are stronger for it. All of our communities have something to give and something to gain from working together. All people must feel welcome and wanted in our Greater Manchester.

We have set out our priorities and we now want to involve all of our communities in delivering them.

We will do this by ensuring all voices are represented in Greater Manchester devolution and able to shape what comes next.

Over the last four years, we have built a comprehensive equalities infrastructure through the various people's panels we have established. As a result, we are involving more and more people in the conversation about our future direction and use of our devolved powers. We are adopting a "names not numbers" approach as we seek to improve the lives of our residents, working from the bottom up.

We know that the pandemic has hit some of our communities harder than others. In the summer of 2020, we felt the anguish about the racism and discrimination that still blights the lives of too many of our residents.

**So now is the time to go further and commit to making our city-region more equal.**

As a Greater Manchester family, we have agreed to put tackling inequality – exposed like never before over the last year – at the heart of our response to the pandemic.

We invited Professor Kate Pickett to lead an Independent Inequalities Commission to guide our thinking and we accept their recommendations in principle and will develop plans to implement them.

We will put equality at the heart of our strategies and objectives and invest in resources to tackle breaches of the Equalities Act. We will ask our Race Equality Panel to help us develop a Race Equality Strategy for Greater Manchester and publish a regular Race Equality in Policing report.

We want to make our streets, workplaces, schools, universities and homes safe for everyone but especially women and girls.

Having completed a wide-ranging public consultation, we will implement our new Gender Based Abuse Strategy and ask all public bodies in Greater Manchester to make improving women's and girls' safety a priority.

We recognise that the people who can do most to improve women's and girls' safety are men and boys. So the Mayor will commission and lead a new high-profile campaign aimed at challenging and changing the behaviour that undermines women's sense of safety.

We will take a zero-tolerance approach to anti-Semitism, Islamophobia and all other forms of hate speech and hate crimes and support all of our communities in celebrating culturally important occasions. We will continue to support the Jewish Strategic Group and support other faith communities



who wish to develop a similar structure for dialogue with public bodies.

We recognise the under-representation of our black community in our public and private sectors. Working with Operation Black Vote, we will establish a new leadership and mentoring programme.

On Kashmir, we deplore all human rights violations and will continue to urge the Government to consider including Kashmiri as a nationality on the Census.

We recognise that more needs to be done to secure the rights of disabled people.

Transport should be accessible for everyone but at present it isn't. Around half of our rail stations are not wheelchair-accessible. This is unacceptable.

We will set a new deadline for all rail stations in Greater Manchester to be fully accessible to all residents by 2025. If Network Rail fails to agree to that deadline, we will request that stations with poor access be devolved to us, along with the funding to make them accessible. Failing that, we will consider taking legal action to secure the rights of our disabled residents.

Under franchising, we will require the highest standards of accessibility and audio-visual announcements on all new buses.

We will continue our work to make Greater Manchester autism friendly by publishing a new autism strategy in 2022, covering children, young people and adults.

We will build new homes which meet the Lifetime Homes Standard; ensure that a greater proportion

of all new-build homes are wheelchair-accessible and dementia-friendly; and help more people live safely and independently in their own homes.

We will prioritise children with special education needs and disabilities and support the GM SEND Leadership Board.

We will address the health inequalities faced by LGBT+ people by asking all Greater Manchester health and social care organisations to publish plans showing how they will meet the needs of their LGBT+ communities. We will commit to ongoing support and funding of Pride in Ageing and support LGBT+ friendly care homes, sheltered housing and social care services. We will support the updating and full implementation of the Greater Manchester LGBT Action Plan. We are proud to be part of the global HIV network committing to eradicate new cases of HIV by 2030 and we will work with the independent HIV Commission to implement their recommendations.

We are proud that Greater Manchester is the UK's only Age-Friendly City-Region as recognised by the World Health Organisation. So we will continue to support the plan to create more age-friendly communities across our 10 districts and we will set up a centre of excellence to advise on ageing well.

**Slowly but surely, we are becoming the best place in Britain to grow up, get on and grow old – as we said in 2017. We renew that promise in this manifesto but commit to accelerate our ambitions.**



Finally, we need to demonstrate clearly that Greater Manchester devolution is bringing benefits for all 10 boroughs and reaching all parts of the city-region. At this Election, in partnership with the Labour Leaders in the 10 Councils, **we make the following pledges to advance local specific improvements.**

- ▶ **Bolton** – Bring Greater Manchester’s first franchised bus services to Bolton by early 2023; press the Government to honour its commitment to bring Metrolink to Bolton and ask TfGM to develop proposals to this end; plan for a Mayoral Development Corporation or Zone for Farnworth to raise the ambitions for the regeneration of the town.
- ▶ **Bury** – Support the delivery of the Radcliffe regeneration plans, as well as other town centre regeneration projects across Prestwich, Bury and Ramsbottom; bring forward proposals for a new and improved transport interchange for Bury Town Centre.
- ▶ **Manchester** – Improve walking and cycling access to our increasingly pedestrian-friendly city centre; make similar improvements to Manchester’s district centres, prioritising new walking and cycling plans in Wythenshawe and North Manchester.
- ▶ **Oldham** – Designate Oldham Town Centre and Stakehill Industrial Estate as Mayoral Enterprise Zones; develop plans to extend Metrolink to Middleton and beyond, joining up with the Oldham and Rochdale line at Westwood; and support the exciting Northern Roots urban farm and eco-park project, creating jobs and apprenticeships for local young people, building a local food supply chain and putting Oldham on the national map as a green pioneer.
- ▶ **Rochdale** – Bring forward a plan by Spring 2022 for extending Metrolink to Middleton and pilot a new “Town-Centre Travel Pass” for Rochdale, integrating rail and tram travel.
- ▶ **Salford** – Invest in Swinton station to make it fully accessible; back the Port Salford project; and support Salford Royal’s new non-elective, high-acuity hospital.
- ▶ **Stockport** – Fully support the ambitious Stockport Mayoral Development Corporation and the transformation of Stockport town centre, as part of wider regeneration efforts across the Borough, supporting the regeneration of Stockport Rail Station and developing a plan and funding package to bring Metrolink into Stockport’s new Interchange.
- ▶ **Tameside** – Support on-going town centre regeneration across Tameside, identifying new sources of investment for Ashton, Denton, Droylsden, Hyde and Stalybridge; work to bring the under-used rail infrastructure between Ashton and Stockport back into use and advance plans for frequent passenger trains to Manchester Victoria, Stalybridge and Stockport serving Denton Station; explore the case for orbital Tram-Train services along this route, linking the eastern side of Greater Manchester with both the city centre, Manchester Airport and the wider Metrolink service.
- ▶ **Trafford** – Support the Council’s ambitions to regenerate the four key town centres and ensure that Altrincham, Sale, Stretford and Urmston recover from the pandemic and thrive in the years to come.
- ▶ **Wigan** – Bring Greater Manchester’s first franchised bus services to the Wigan borough by early 2023; publish a timetable for the new station at Golborne by September 2021 with the station opening by 2025 at the latest; deliver a new parking facility at Tyldesley to support the Leigh Guided Busway, responding to concerns of local traders and residents; support the borough’s Festival of Rugby League and the staging of Rugby League World Cup games at Leigh Sports Village.



**BURNHAM**



**6th MAY - VOTE ANDY** ☒



## Better transport



It's about time we took control of our public transport network. It is the key to many things: enjoying a quality of life that we see in other cities overseas; supporting a more productive economy; and cleaning up our air and meeting our ambition to be carbon neutral by 2038.

Public transport has been shut down by the pandemic. As we rebuild, we will accelerate our plans to build the world-class transport network we deserve.

Since 2017, we have:

- ▶ Demanded that Northern be stripped of their franchise, and for the service to be placed under public control, when they failed to meet the standards our residents deserve
- ▶ Introduced a new zonal system on Metrolink, contactless payment and new flexible fare arrangements designed to help people get more for their money
- ▶ Worked with young people to introduce 'Our Pass' which has: given almost 70,000 16-18-year olds free bus travel in Greater Manchester; helped reverse long-term decline in bus usage in Greater Manchester; and opened up a wealth of opportunities, from Salford City to the Halle

**This is our place. Now is our time. We will take control of our public transport system and build the Bee Network: a modern, London-style transport network fit for a thriving 21st Century city-region by 2030.**



**We will bring buses under local public control, to make buses work for us, the people of Greater Manchester, and not the private bus companies.** Our buses must work in our interests. We've had decades of free market de-regulation, where bus operators pick and choose what routes to run based on how much profit they can make. More of the same just won't work. It's taken four years to jump through the Government's hoops to be able to make this decision. But we've created a franchising scheme as a legal entity and now we can bring the change we need.

We want people to be able to travel easily around the city-region, to move from one bus to another, or on to a tram, without having to buy another ticket, just tapping on and tapping off with a daily cap on what it will cost. Our public transport network will be integrated, coordinated and simpler to use with



common branding and livery. All new buses will have audio and visual announcements by 2024, which will help many who are visually impaired, d/Deaf and hard of hearing. We will not allow these improvements to be funded by a weakening of the terms and conditions of bus employees. We will link the franchising process to the Greater Manchester Good Employment Charter.

#### **Bus regulation will boost our economy too.**

Greater Manchester's economy will benefit from a £345 million boost from bus franchising, as we recover from the pandemic over the coming years – right when we need it. That's a benefit three times higher than the bus companies' own plans. We cannot afford to miss this once-in-a-generation opportunity.

**We will continue to grow our tram system and look to take on our trains too.** We will continue introducing 27 new trams, which are zero-emission at street level, to relieve overcrowding and improve Metrolink services across the network. We will work with Government to secure the funding to extend Metrolink to Stockport, Bolton, Middleton and, over time, to other parts of Greater Manchester. We will look into season tickets for those who work part-time or more flexible hours. We will pilot allowing dogs and bikes on trams during off-peak times and consult the people before making any final changes. We will seek to take control of our trains and train stations and work to integrate "GM Rail" into the Bee Network by 2030.

**We will introduce minimum licensing standards for taxis across our 10 boroughs and support the trade through the process of change.** We will introduce a single colour and branding for our taxis, alongside improved standards, to improve public confidence in the system and align it with plans for the Bee Network. We will seek to use the introduction of our Clean Air Zone to create a major disincentive for taxis licensed outside of Greater Manchester coming into the city-region to work whilst we continue to lobby the Government to outlaw the practice.

#### **We will join up the walking and cycling routes across the city-region.**

We will work with the councils to deliver 500 miles of the walking and cycling routes of the Bee Network by 2024, and guarantee everyone in Greater Manchester is within easy reach of these routes by 2030, to help people make many more journeys by walking or cycling. We will prioritise the journeys our least connected residents need to make – connecting people to schools, colleges and usable green space. We will produce a 'Road Danger Reduction Action Plan' and we will also introduce a new bike hire scheme later this year including electric bikes so more people can use the Bee Network. We will reappoint our Cycling and Walking Commissioner Chris Boardman.

#### **We will work to make the Clean Air Zone plans fair, especially for working people and businesses.**

No private cars or motorcycles will be fined. We will not implement any form of congestion charge – now or in the future. We are required to implement a Clean Air Zone by the Government, which covers the most polluting commercial vehicles travelling in the Zone. We will back it but only if we can do it properly: that means the Government providing the funding to protect jobs and businesses as people make these changes. We will continue to press for full Clean Taxi and Clean Van Funds to help people with the costs of switching to cleaner vehicles. If the Government fails to provide the necessary level of funding, we will consider exemptions and delays to implementation consistent with our aim to ensure that the introduction of the Clean Air Zone does not result in the loss of a single job or business. We will speed up the introduction of more electric vehicle charging points.



**Clean Air  
Greater  
Manchester**





We have seen over the last year how too many people have jobs which do not support good health and well-being. We also know many people will sadly have lost their jobs over the last year.

We know that there is a big challenge as we emerge from the pandemic to protect, create and improve jobs. We must get straight back on track with our mission of making our city-region a thriving modern economy with good work, fair pay and world-beating innovation. We are proud of Greater Manchester's business community, and the truly world-class businesses who drive growth in our city-region. We will remain a welcoming, open and stable place to do business.

Back in 2017, we set out the vision of making Greater Manchester the UK's leading digital city-region and the UK's leading green city-region.

We have made excellent progress since then.

Greater Manchester is Europe's fastest-growing digital and tech hub and on some indexes is now rated ahead of London as the UK's pre-eminent tech cluster.

We have set a science-led target to be zero carbon by 2038 – 12 years ahead of the UK – and are the only city-region to have agreed an aligned plan to that end with our main energy providers.

More broadly, we have:

- ▶ created the Greater Manchester Good Employment Charter to improve the quality of jobs, working with over 230 employers, covering over 200,000 employees

- ▶ expanded the Working Well programme, devolved from the Department of Work and Pensions, which has much higher success rates in helping people longest out of the labour market back into work
- ▶ launched Enterprising You – the country's first support programme for people in low-paid work who are self-employed
- ▶ appointed a Night-Time Economy Adviser, Sacha Lord, and provided vocal support for our hospitality industry throughout the pandemic

## **This is our place. Now is our time.**

**Working together, we will launch a major new drive to improve the quality of work for everyone across our city-region; help our businesses rebuild and protect existing jobs; support people to retrain and gain new skills; and accelerate efforts to create new, good quality jobs in Greater Manchester's priority sectors.**

**We will establish 'GM Works' – a single front door for people seeking training, advice, support and funding to get into work or set up a business or not-for-profit enterprise, pulling together all of our existing support programmes, simplifying and extending them.**

**We will launch a major new drive to improve work for everyone in Greater Manchester and become the UK's first Living-Wage City-Region – setting the goal of all employers being living wage and living hours employers by 2030, as**



**recommended by the Independent Inequalities Commission.** We will ask the Greater Manchester LEP to lead work to secure the wider adoption of our Good Employment Charter, demonstrating the business case for good employment and creating a business-to-business support team to help more companies become GM Good Employers. We will work across the public sector to link all public procurement and commissioning in the city-region to the Charter and, as part of that, will establish the GM Anchor Action Network as recommended by the Independent Inequalities Commission. We will take a specific look at Adult Social Care and establish a Task Force to advise on how we achieve real living wage, and living hours, for everyone working within it as a minimum - looking at the opportunities that health devolution in Greater Manchester might provide in that regard. We will work towards a major increase in accredited Living-Wage employers and establish a new Living-Wage City-Region Action Group to that end. We will also work towards Greater Manchester Combined Authority becoming an accredited Living-Hours employer.

**We will create opportunities for young people directly.** We will continue to build the Greater Manchester Apprenticeship and Careers Service (GMACS) as an alternative to the national UCAS system to give clear pathways into jobs, apprenticeships and work-related opportunities in the Greater Manchester economy for young people who don't want to go to University. We will ask all larger employers in Greater Manchester to put at least five work-related opportunities on the GMACS system. We will work with businesses and our universities to look at an expansion of degree apprenticeships. We will develop a plan, working with industry and education providers, to get all under-25s online and expand digital skills provision. We will support more than 160 young people into fire apprenticeships with the Greater Manchester Fire and Rescue Service and support cadet and apprenticeship schemes in Greater Manchester Police. We will implement our Young Person's Guarantee, which our Youth Task Force developed with young people, bringing businesses, charities and the government together to create work and training opportunities. We will examine ways of making the Our Pass permanent, expand the number of free training and taster opportunities connected to it and continue to make it available to young people who have been in care up to the age of 21.

**We will provide help to older workers to retrain and find opportunities in the fastest-growing parts of the Greater Manchester economy.** We will provide green and digital skills conversion courses, using our £92 million devolved Adult Education Budget, and we will prioritise high-quality, entry-level courses for adult learners, including digital literacy and ESOL, to help the most disadvantaged and excluded residents get into work.

**We will establish a Retrofitting Task Force to develop a plan to unlock the thousands of good**

**green jobs that will be needed to convert homes across the city-region.** We have brought in £78 million from the government to make public buildings more energy efficient and this is a good start. But, if we are to achieve our goal of a zero-carbon city-region by 2038, we need to develop a detailed plan to deliver home and building improvements at scale. We need to bring together all the key partners in this endeavour – businesses, housing providers, universities, colleges and community groups – and develop the financing and skills solutions to make it possible. We will ask the Task Force to prioritise areas where housing quality is lowest. Improving housing and reducing energy bills in some of our poorer communities will be one of the main ways in which we tackle inequality across the city-region.

**We will back businesses in Greater Manchester.** We will work with councils and the Growth Hub to provide loans, grants and advice to businesses, using our own and government funds to help good businesses to survive and thrive once again. We will support small businesses, by prioritising paying them for their goods and services within 30 days, and through our Apprenticeship Levy Matching Service. We will convene Greater Manchester's digital and retail businesses to explore the opportunity to grow our local economy by developing a single digital trading platform to buy and sell across the city-region. We will continue to support people who are low-paid, self-employed, or working in the 'gig economy', through our ground-breaking 'Enterprising You' programme. We will ask our Growth Company to expand the support scheme to help people set up new businesses. We will continue to support the hospitality sector, and their supply chain, to recover from the pandemic. Working with our Night Time Economy Adviser, we will develop a new employment standard for the hospitality sector and night time economy that builds on the Good Employment Charter. We will encourage transparency on tipping policies, full access for people with disabilities and steps to ensure the safety and well-being of staff and the public.

**We will build a more sustainable and co-operative economy.** We will support a green economy, by using public land and property to generate energy, supporting green start-ups with workspace and business support. We will establish a Land Commission as recommended by the Independent Inequalities Commission to make sure we are making the most productive use of land and building returns for our communities. We will create a specialist hub within the Growth Hub to support co-operatives, mutuals, and social and community enterprises, supported by people from the co-operative and community sector who understand the market. We will take forward the work of the Co-operative Commission, and work with the co-operative movement to help credit unions grow.



One of the things the pandemic has made us see with new eyes is how not everyone in Greater Manchester is lucky to have a home situation that supports good health and well-being.

Lockdown exposed wide inequalities in our home lives – it was much easier for some people to “stay at home” than others.

Making sure everyone has a good job and a decent home needs to become our defining mission as a city-region coming out of the pandemic.

The unpalatable truth is another pandemic could arrive at any time and we owe it to everyone who lives here to learn the lessons of the last 12 months.

A major programme of home improvement and building could help level up some of our poorest communities, creating thousands of good jobs and reducing the cost of living for residents. It is also essential if we are to meet our ambition to be zero-carbon by 2038.

We have laid good foundations over the last four years. Since 2017, we have:

- ▶ Helped more than 3,000 homeless people turn things around, and reduced the number of people sleeping rough on our streets, through our ground-breaking A Bed Every Night scheme and successful Housing First and SIB schemes
- ▶ Introduced an Ethical Lettings Agency – ‘Let Us’ - to improve standards in private-rented homes
- ▶ Identified a need for at least 50,000 truly affordable homes – 30,000 for social rent

**This is our place. Now is our time.**

**Working together, we will strive to ensure all people in Greater Manchester have a good home.**

**We will improve conditions for people who rent their homes.** We will introduce a new Greater Manchester Good Landlord Charter to drive up

standards in the private-rented sector. We need to make it much easier for tenants to find out whether landlords are prepared to sign up to the basic standards required by the Charter. As part of this, we will support our 10 districts to develop landlord licensing schemes and ask Greater Manchester Fire and Rescue Service to support with enforcement of safety standards. We will also support the campaign to end unfair evictions and press the Government to follow through on their promise to legislate to end “no-fault” evictions.

**We will support councils to deliver new homes for social rent.**

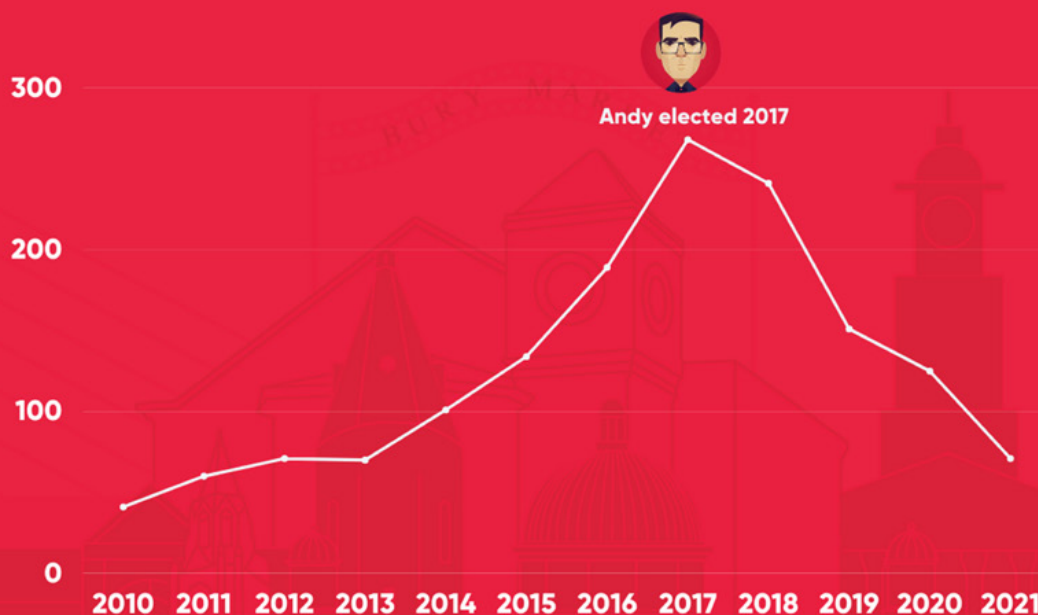
We will continue our work with councils and housing associations to deliver on our plans for at least 50,000 truly affordable homes by 2037, with 30,000 of these for social rent. Within a year of the Mayoral election, we will set out a detailed plan for how, where and when these 30,000 homes will be delivered. We will start from the position that these 30,000 new homes should be zero-carbon and built to “passivhaus” standards and technology and will work with the industry, skills providers and the Government to bring that about. Through the spatial plan adopted by nine of our councils, we will require that, by 2028 at the latest, all new developments in Greater Manchester must be zero-carbon to receive planning permission. We will continue to work together with the nine councils to minimise the impact of housing on the green belt and maximise building on brownfield sites.

**We will work to improve all homes in Greater Manchester through our city-region-wide**

**retrofitting programme, making them cheaper to run.**

**We will build on the successful foundations we have laid over the last four years and raise our ambition to reduce homelessness and end rough sleeping.**

Shortly after the Mayoral election, we will go out to public consultation on a comprehensive, long-term homelessness prevention strategy for Greater Manchester, building on the work we have already begun with our Young Person’s Homelessness Prevention Pathfinder and embedding the learning from our successful HousingFirst and SIB pilots. We will work with the Government to make sure our Housing First pilot has a long-term legacy. We will develop 300 new units of “move-on” accommodation through the Rough Sleeper Accommodation programme and work with Let Us to identify move-on units that can be linked to our A Bed Every Night scheme. We commit to supporting A Bed Every Night for the full duration of the second Mayoral term.



**Since Andy was elected as Mayor of Greater Manchester the number of rough sleepers has reduced by over half**





We have all spent more time in our own communities over the last year, many of us discovering green space we didn't know existed.

The pandemic has changed the way we live and work and it is unlikely that we will return to life as it was before. This means our city and town centres will change, as will use of community and green spaces. Our job is to support all our places through this transition – helping them overcome the challenges but also capturing the long-term benefits.

We have already been working to make our communities greener and better places to spend our time. Since 2017, we have:

- ▶ created the country's largest capital programme for investment in safe, segregated walking and cycling infrastructure, with many improvements already on the ground and 100km of new routes to be in place by the end of 2021
- ▶ developed a masterplan for the transformation of Stockport town centre, with 3,500 homes linked to a new transport interchange, revitalising the urban heart of the borough
- ▶ launched our Town of Culture initiative, and supported Bury to be the first, which will highlight the often hidden but vibrant offer of our towns; and supported our cultural institutions, investing the £9 million Culture and Social Impact Fund in our culture and arts organisations

We have also taken steps to improve community safety and public services. Working together, we have:

- ▶ started to increase police numbers again after losing 2,000 Officers between 2010 and 2017; there are now 670 extra officers in Greater Manchester Police than there were four years ago
- ▶ put Greater Manchester Fire and Rescue Service on a stronger footing, recruiting extra firefighters and implementing a new shift system which is fairer to staff
- ▶ reduced the number of 'inadequate' rated care homes from 27 to 4 and have begun to eliminate 15-min social care visits so that the time allocated to visits matches the needs of the person
- ▶ started to expand our 'Live Well' social prescribing services, offering advice and counselling, supported exercise, dietary advice and connecting people to combat loneliness

During the pandemic, our public service workers have gone the extra mile, working flat out and often in ways that are outside the norm. Our NHS worked more closely with social care and the community hubs set up by our councils provided more informal support to people, working with our voluntary sector. We will look to keep these benefits as we emerge from the pandemic.

**This is our place. Now is our time.**

**Working together, we will create greener, more liveable communities and build toward a better quality of life for all of us to enjoy; we will make sure our Police and public services keep people safe, healthy and supported through the changes to come.**

**We will protect our communities with a more accountable Police force that puts victims first.**

We will continue to recruit more police, repairing the damage done by years of cuts under Coalition and Conservative Governments. This year, we will recruit an additional 325 officers – meaning an increase of 1,000 more police officers in GMP since 2017. We recruit from a diverse range of communities and will continue to prioritise and improve representation in the Police. We will ask our new Chief Constable to lead Greater Manchester Police into a new era, with an emphasis on openness, better support for victims, stronger neighbourhood policing and greater accountability to communities. We will continue to strengthen police numbers and neighbourhood policing, maintaining and building on the named, contactable PC and PCSO in every ward. As part of a ‘frontline-first’ approach, and in recognition of their efforts to maintain good visibility on the streets of our communities, we will ask the new Chief Constable to provide boots as a matter of course to our PCSOs. We will introduce this when resources allow, hopefully in 2021/22 but certainly by 2022/23.

We will consult on our Gender Based Abuse Strategy with a view to full implementation at the earliest opportunity. We will continue to prioritise the tackling of current and historic child sexual exploitation and provide ongoing support to the new force-wide CSE unit. We will work with partners to put victims first when we tackle anti-social behaviour and its causes. We will work with councils and residents to develop Community Speed Watch groups. We will strengthen the process by which elected members – councillors and MPs – can hold GMP to account, as well as the Mayor and Deputy Mayor in the use of PCC functions. Alongside the work of the Police, Fire and Crime Panel, the Mayor, Deputy Mayor, Chief Constable and senior officers will hold two public accountability sessions every year, open to all elected representatives in Greater Manchester.

**We will keep our residents safe from fires, flooding and natural disasters.**

We will maintain the position of our Fire and Rescue Services as one of the fastest-responders in the country by maintaining firefighter numbers at least at current levels and a minimum of 50 pumps. This will not change unless we are forced to revisit these issues by Government cuts. We will expand the work of our successful High-Rise Taskforce by asking it to consider the safety of buildings beneath 18m in height. We will continue to provide whole-hearted support to the Manchester Cladiators and all those campaigning to end the

cladding and building safety scandal. Our ambition is to get all our services working together to help local people improve their neighbourhoods.

**We will transform our towns and make them more accessible.**

We will help keep our high streets vibrant, by working with the councils to convert empty buildings into cultural attractions or food halls, as we have started to see in Oldham and Wigan. We will support efforts to rethink our town centres by building on the success of the Stockport Mayoral Development Corporation and making the same model available to the nine other councils of Greater Manchester. We will look to build more affordable homes in our town centres, building for public transport rather than the car. We will encourage more shops and businesses to become age, autism and dementia friendly and use promised new powers to clamp down on pavement parking and vehicle idling. We will implement our new digital infrastructure plan, delivering cutting edge broadband connectivity across the whole of Greater Manchester, so that within 5 years, at least 40 per cent of the city-region will have a full-fibre connection.

**We will adopt the community wealth-building approach advocated by our Independent Inequalities Commission by establishing a Community Wealth Hub in our Growth Hub to promote different forms of community and cooperative ownership.**

**We will improve our green spaces and open them up to more people.**

We will appoint a Local Nature Champion to support residents to take care of local green space and raise the profile of these issues. In support of this, we are working with Manchester City Council and the National Trust to develop Castlefield Viaduct into an Urban park, and we will create a new ‘Green Spaces Fund’ to give small grants to communities to clean up and improve pocket parks and local green spaces or create new ones where they are needed. We will work together with councils and deliver on our Nature Recovery Plan, sign up to the Edinburgh Declaration on Biodiversity and increase the amount and quality of accessible nature-rich green space, particularly for our poorest residents. We will support City of Trees to plant 3 million trees within a generation, support the Northern Forest project, and support recovering nature and restoring peatland. We will roll out rooftop farms and wildflower verges where we can on public property. We will continue efforts to protect as much greenbelt as possible and put a brownfield-preference policy at the heart of the new spatial plan, ‘Places for Everyone’.

**We will work together to improve physical and mental health.**

We will help shape and lead the Greater Manchester Moving movement to support people to find time and space for physical activity in everyday life, linking physical activity to improvement in mental health. We will support free swimming for all over-75s in Greater Manchester. We will develop less formal, everyday mental health support with

new innovative digital services. We will undertake a major expansion of our Live Well social prescribing service in all 10 boroughs, with a structured offer of advice, counselling, supported exercise and activities to combat loneliness. As part of this, we will create a holistic, specific "Live Well with Cancer" service from current budgets, and investigate discounted or free public transport or parking for those who need it. We will set out and monitor well-being goals in our strategies, including for children and young people, as recommended by the Independent Inequalities Commission. We will focus on reducing health inequalities and establish Greater Manchester as a Marmot City-Region and we will sign up to the Build Back Fairer Charter and monitor Marmot Beacon Indicators.

**We will support our NHS and social care staff, who have gone above and beyond during this pandemic.** While the government is happy to clap for the carers, they've also capped their pay at 1 per cent. We've done everything we can in Greater Manchester to support our health and care staff, offering free travel during lockdown and making sure anyone training at one of our universities has a guarantee of a job. We will continue to support them as much as we can.

We will support an ambitious pan-Greater Manchester Civic Universities Agreement, working with our higher education institutions to unlock the full potential of our universities in supporting improved quality of life across the city-region. We will continue working with the councils to support our youngest children, building on our successful work on school readiness.

**We will become an ever more age-friendly city-region.** We will expand our successful age-friendly communities scheme and help all over-75s get online. We will continue to support our WASPI travel pass for those unfairly impacted by state pension age equalisation. We will set up an Institute for Ageing Well.

**We will continue to improve support for people who have served in our armed forces.** We are proud that Greater Manchester is the country's strongest recruiting ground for our armed forces and we accept the responsibility that comes with that to provide the best possible support to people who have served our country. We remain strongly committed to the Armed Forces and Veterans Covenant and will support more of our councils to achieve the Gold Standard under it. We believe the Wigan Veterans Hub represents outstanding practice and will support other boroughs to replicate it.

**We will formalise our support for young people leaving care through the Greater Manchester Care Leaver Guarantee.** Our councils already provide a range of support to young people who have been in care and we are proud of that. The Greater Manchester Care Leaver Guarantee is intended to supplement that by giving a clear additional offer that is widely understood and easy to access.

We will establish a single point of contact for young people to support them in accessing all elements of the Guarantee. It will include:

- ▶ Our Pass until the age of 21
- ▶ Priority access to housing and employment
- ▶ Free prescriptions until 21
- ▶ A laptop and printer if needed
- ▶ 52 weeks accommodation for those in higher education
- ▶ A named mentor available 24 hours a day, seven days a week to provide support and guidance
- ▶ Exemption from the mayoral levy and council tax until they are 21

**We will work to end the scandal of food poverty.**

We were proud to support Marcus Rashford's powerful campaign to end holiday hunger and will continue to give this our full backing. We will develop the 'No Child Goes Hungry' campaign to end holiday hunger and will recruit food outlets and businesses who are prepared to support it. We will support new and existing community food projects to provide healthy food for deprived communities. We will support the Food Poverty Action Strategy, Food Networks and the implementation of the Food Poverty Action Plan for Greater Manchester. We have and will continue to support the campaign to make the 'Right To Food' a human right. We will make it clear to the Government that we are prepared to act as a pilot area for a Universal Basic Income.

**We will support the recovery of arts and culture in our city-region.**

We will continue to invest in our cultural organisations through the Culture and Social Impact Fund and implement our recovery plan. We will support Bury as our first Town of Culture and, by the end of this year, announce the next two locations so that they have plenty of time to plan. We will establish a GM Music Commission with representation for all sides of our cherished Greater Manchester music ecosystem with a mission to ensure it comes back stronger after the pandemic. We will support our creative workforce, by acting on the Creative Workforce Pledge and developing a Freelancers Charter. We will support grassroots music venues and the Agent of Change principle.







# Strengthening devolution in Greater Manchester



This manifesto has set out a credible and achievable programme of work to help Greater Manchester come back stronger from this pandemic.

We will ask people across Greater Manchester to adopt these priorities so that we can maximise our impact as a city-region.

Devolution of power to Greater Manchester is working. We are doing more for ourselves, involving more people in our work and building a positive energy that, despite the pandemic, continues to flow through the city-region.

I will ask the Greater Manchester Combined Authority and all of our partners to develop delivery structures that will turn the promises in this manifesto into reality on the ground.

There is much we can do for ourselves. But, at present, our devolution deal is like an unfinished jigsaw. We will be able to move much further and much faster if the Government now places the missing pieces on the table and devolves more power and resources to Greater Manchester.

We support the Government's mission of "levelling-up" the country. But, for us, that means

a relentless focus on Good Lives for All. And we do not believe it will succeed if it continues with an approach and policies imposed top-down from Whitehall.

Post-pandemic, "levelling up" should start in the communities that have suffered and lost the most in the last year with powers and funding to improve jobs, homes, communities and transport.

It is essential that devolution of power to the English regions does not stall at this point. Rather, the scale of the recovery challenge requires the unlocking of energy and ambition in places around the country. Now is the time to move much faster and devolve much more.

We believe Greater Manchester is better placed than anywhere in England to make "levelling up" real. We are ready to work with the Government to make it happen – but it requires more local control over transport, housing, skills and education.

We will work with Mayors across England and leaders in Wales, Scotland and Northern Ireland and will support Labour's Constitutional Commission with a view to finding a new, stable, federal settlement for our towns, cities, regions and nations.



## 1. Transport

### We need:

- ▶ Devolved control of all local train stations as quickly as possible so that they can be linked to wider regeneration initiatives in our towns. We need to agree a timetable for the Prime Minister's promise of the devolution of commuter rail services in Greater Manchester. Finally, we need to agree a long-term devolved transport budget that includes: revenue subsidy for bus and other services; capital funding to expand Metrolink and complete the network of cycling and walking infrastructure; fair funding to implement the Clean Air Zone.
- ▶ Greater control over our roads, including: powers to levy civil fines for infringements of box junctions; a lane rental scheme and power to fine utility companies for over-running roadworks; and an end to out-of-area operations by taxis and private hire.

### We will:

- ▶ Invest in the rail stations to make them accessible, develop a fully integrated public transport system across bus, tram, train and bike, clean up our air and purchase electric buses to create a world-class public transport system befitting our world-class city-region.
- ▶ Use these powers to tackle congestion, to clean up our air and support a more productive economy, bringing in bus priority measures and supporting our private hire and taxi trade with Greater Manchester-wide standards.



## 2. Skills, jobs and education

### We need:

- ▶ Full devolution of post-16 skills policy so that we can build a local skills system that can support our Local Industrial Strategy; our fair share of the shared prosperity fund devolved to us, which should be sustained at current levels as a bare minimum and a minimum level of devolved funding on economic priorities guaranteed for the next ten years.

### We will:

- ▶ Develop our Local Skills Strategy to sit alongside our Local Industrial Strategy, matching our skills and training to our industrial priorities. Support older and younger workers to move into future-proof jobs that are well paid and allow them to progress, while supporting our businesses with the people they need to thrive.



## 3. Work and Pensions

### We need:

- ▶ A devolved partnership deal with the Department of Work and Pensions, including housing and work-related benefits.

### We will:

- ▶ Get more people back to work through personalised support, building on the success of our Working Well programme; improve our housing stock, and reduce the housing benefit bill, by linking housing benefit payments to our Good Landlord scheme.



## 4. Housing

### We need:

- ▶ The full range of powers needed to grow our social housing stock, including freedoms to borrow to build; powers to suspend Right-to-Buy policy to prevent the further depletion of our social housing stock; new devolved powers to regulate the private-rented sector and enforce landlord licensing; long-term Government commitment to A Bed Every Night and Housing First.

### We will:

- ▶ Create more affordable housing and housing for social rent to meet the needs of those in temporary accommodation and our growing population who often can't afford to rent or buy; regulate to ensure all homes meet the decent homes standard; and maintain the gains of recent times in reducing homelessness and levels of rough sleeping, in line with Government targets.





## Our future

We have set out what we will do over the next three years and what further powers and resources we need to take Greater Manchester forward, leaving no person nor place behind. Greater Manchester has achieved so much - but it can also be so much more.

Our country has been scarred by deep regional inequalities for too long. From what we have learnt over the last four years, we know we can change our future for the better with more ability to do more for ourselves. We are only getting started!

We hope that people will buy in to the vision we have set out. We know we can deliver it and go even faster with the right support from the Government.

The pandemic should mark a turning point for our country. It has exposed just how unequal we are, both between and within the different regions of England.

This manifesto is a plan for a more equal Greater Manchester and it needs to be backed by a national plan for a more equal England. If we move fast now to bring about climate justice, we can align it with our ambitions for greater social justice. Action on the former is the route to achieving the latter.

Making industrial progress alongside social progress – that has always been the Greater Manchester way.

We led the first industrial revolution and there is no reason why we can't lead the next if we put our collective minds to it.

**This is our place. This is our time. Let's build our future together.**