

**Manchester City Council
Report for Resolution**

Report to: Economy Scrutiny Committee - 16 December 2015

Subject: Manchester Airport City Enterprise Zone: Update

Report of: Strategic Director: Strategic Development

Summary

The purpose of this report is to update Members on the progress of developing and delivering the Manchester Airport City Enterprise Zone.

Recommendations

The Committee is recommended to:

- 1) Note and comment upon the progress that is being made in the delivery of the Manchester Airport City Enterprise Zone.

Wards Affected: Baguley; Brooklands; Northenden; Sharston; Woodhouse Park.

Community Strategy Spine	Summary of the contribution to the strategy
Performance of the economy of the region and sub region	The Manchester Airport City Enterprise Zone and associated development will make a significant contribution to the economic growth of the Greater Manchester economy.
Reaching full potential in education and employment	The development of the Manchester Airport City Enterprise Zone will lead to the creation of a substantial number of jobs in a range of employment sectors and across a range of skill levels
Individual and collective self esteem – mutual respect	

Neighbourhoods of Choice	<p>The proposed developments are aimed at establishing the Enterprise Zone as a global destination and as a major catalyst for driving forward and encouraging the retention of existing residents and attracting new working households to live in the wider Wythenshawe and South Manchester area.</p> <p>Development across the Enterprise Zone will involve the creation of high quality new environments and the provision of facilities that are accessible to the local community and help ensure surrounding communities can secure benefits from future investment into these parts of the Enterprise Zone.</p>
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Background documents (available for public inspection):

Manchester Airport City Enterprise Zone: Update, Economy Scrutiny Committee, 11th December 2013

Manchester Airport City Enterprise Zone: Proposed Governance Arrangements and Land Assembly, Executive, 11th September 2013

Greater Manchester Enterprise Zone – draft framework plans for Medipark and Wythenshawe Town Centre, Executive, 19th December 2012

Greater Manchester Enterprise Zone – Adoption of Manchester Airport City Enterprise Zone Framework Plan, Executive, 24th October 2012

Greater Manchester Enterprise Zone – Planning Framework and Business Rates Regime, Executive, 25th July 2012

Airport City, Manchester – Greater Manchester Enterprise Zone, Executive, 14th September 2011

Manchester Airport City Development and Infrastructure Framework, Executive, 6th April 2011

1.0 Introduction

- 1.1 The purpose of this paper is to update Members on the delivery of the Greater Manchester Enterprise Zone setting out what progress has been made over the 2 years since this Committee last reviewed the Enterprise Zone. The report sets out the key steps and issues that are currently being taken forward to secure the outcomes that have been set for the Zone.

2.0 Background

- 2.1 The Greater Manchester Enterprise Zone (EZ) focused on Airport City was one of four vanguard zones announced in the 2011 Budget. When established the Government determined that the following benefits would apply to Enterprise Zones:

- Businesses locating to the Zone by 2015 would be eligible for a discount of up to a maximum of £55,000 per annum for the first five years they were located within the Zone. The costs of the business rate discount will be met by HM Treasury (HMT);
- The Government would assist with delivery of super-fast broadband within the EZ, with HMT providing funding, where this is necessary;
- Development would be made easier through radically simplified planning approaches for the EZ using, for example, existing Local Development Order powers. In Greater Manchester this will give effect Core Strategy policies subject to their approval and adoption following examination in November 2011 and will build on Manchester's long established approach to developing Strategic Regeneration Framework's for public consultation. These make the link between the development and wider regeneration principles; and
- All business rates growth within the Zone, for a period of at least 25 years, would be retained by Local Authorities, to support local economic priorities.

- 2.2 The Manchester Airport City Enterprise Zone consists of a series of linked sites focused around Manchester Airport, University Hospital of South Manchester, Atlas Business Park and Wythenshawe Town Centre. The key roles of each of these sites can be summarised as follows:

- Airport City North – The core opportunity for a high quality new business district, attracting global companies into grade A offices, high tech manufacturing and research and ancillary facilities (leisure, hotels, retail);
- Medipark and Roundthorn Industrial Estate – health and biotech commercial development, related to the research strengths of UHSM. Roundthorn will provide affordable opportunities for ancillary and related business development;

- Airport City South – World Freight facility, supporting the operational growth of the Airport and providing opportunities to enhance the logistics role of the Airport;
- Wythenshawe Town Centre – secondary and back office functions (which will also enhance the vitality of the Town Centre). alongside ancillary retail and leisure development to serve the increased volume of visitors to the area; and
- Atlas Business Park – Affordable secondary and back office functions, including business related to the primary operators in Airport City North (for example, support services or companies linked through supply chains).

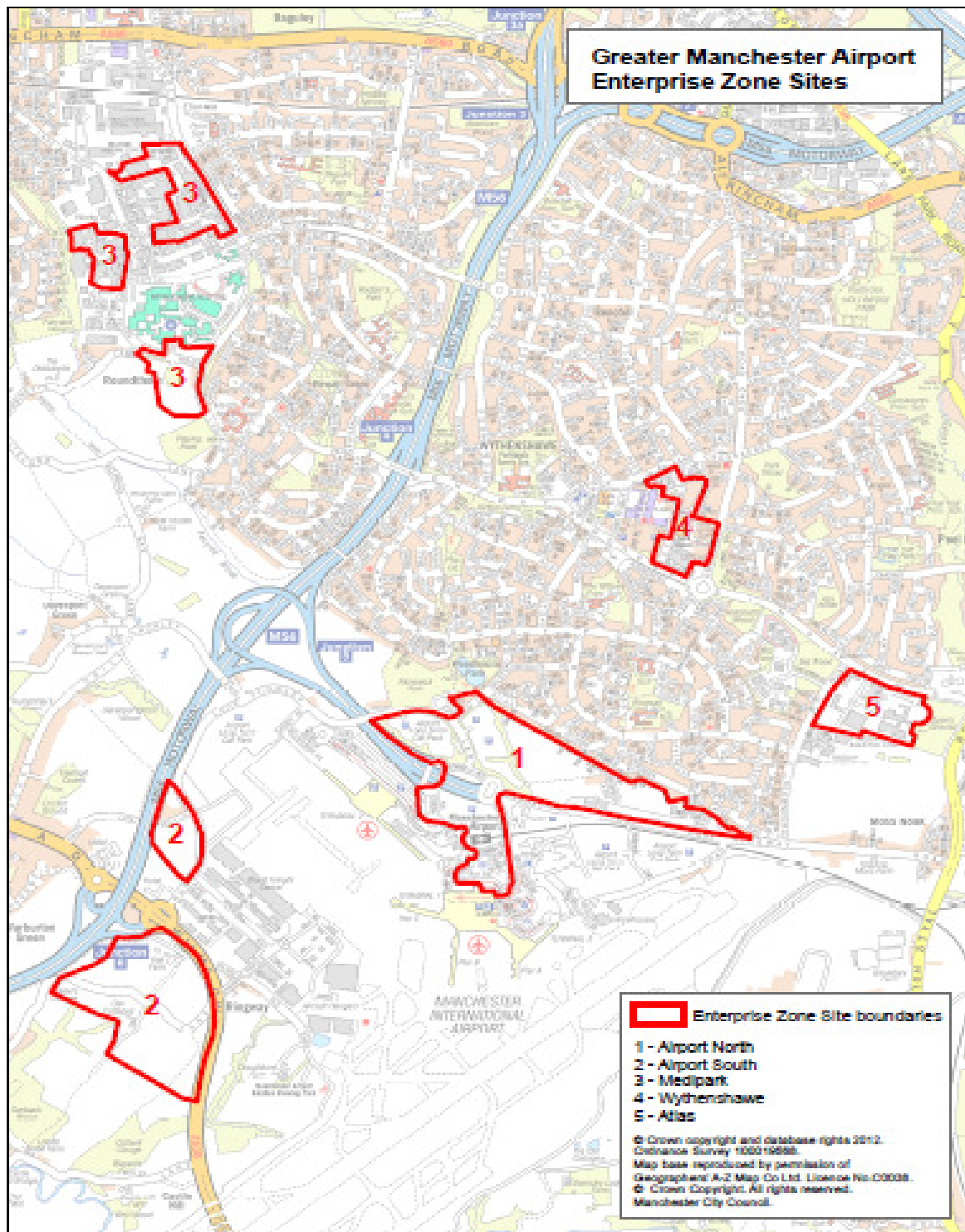
Map 1 outlines the five key sites. Taken together these sites total some 116 hectares and the analysis undertaken at the time of submission for EZ status estimated an opportunity to create circa 7,600 new jobs by 2015 and at the same time to capture tax revenues that will be re-invested throughout Greater Manchester. The sites were chosen on the basis that they aligned with existing planning and regeneration frameworks, they would deliver jobs quickly and they provided unique propositions that would fully exploit the economic potential of the location.

- 2.3 Formal approval was given to the Manchester Airport City Enterprise Zone in January 2012 and over the subsequent 18 months steps were taken to bring forward robust planning and regeneration contexts for the Airport City North and Airport City South sites. A Regeneration Framework has also been brought forward and approved for the Medipark / Roundthorn site.

The Evolution of the Enterprise Zone

- 2.4 In the March 2014 Budget the Chancellor of the Exchequer extended the availability of Business Rate discounts and Enhanced Capital Allowances as an incentive for new and expanding businesses to locate in Enterprise Zones. The Government has extended the deadline by which businesses need to have located in an Enterprise Zone in order to claim Business Rates discounts by 3 years until 31 March 2018. In respect of Enhanced Capital Allowances the Government has extended their availability in Enterprise Zones by 3 years until 31 March 2020.
- 2.5 The 2014-2020 UK Assisted Areas Map came into force on 1 July 2014. The coverage in Greater Manchester was an outcome secured by the Local Enterprise Partnership and the Combined Authority. In respect of the Manchester Airport City Enterprise Zone all of the Zone now has Assisted Area designation with the exception of that part of the Roundthorn estate which lies in Brooklands Ward. This designation enables the Zone and those businesses within it to benefit from a range of financial assistance.

Map 1: Manchester Airport City Enterprise Zone Sites



- 2.6 Finally, in August 2014 the Government confirmed that it would provide a £6m Enterprise Zone Capital Growth Fund grant for the Enterprise Zone that would enable the installation of approximately 6.5km of new 33Kv cabling and construction of two new primary substations with associated transformers and circuit boards. This grant will make available 32 MVA of additional electricity for new development within Medipark / Roundthorn and provides the facility to extend the high-voltage connection from Medipark to Airport City North.

Delivery Partner Arrangements

- 2.7 In December 2012 Manchester Airports Group commenced a procurement process for development and funding partners to deliver Airport City South and Airport City North. This procurement process was concluded in the autumn of 2013 and in October Manchester Airports Group announced that it had selected a consortium comprising Carillion, Beijing Construction Engineering Group (BCEG) and the Greater Manchester Pension Fund (GMPF) as its partner to deliver the Airport City development. Argent (Property Development) Services were appointed by the joint venture as Development Manager for the scheme.
- 2.8 In relation to the Medipark the South Manchester Hospital Manchester (UHSM) Trust have established a land owning Special Purpose Vehicle with Bluemantle (Medipark LLP) in January 2014 that will seek to develop new and refurbished commercial space for life sciences companies.

Governance

- 2.9 Overseeing the progress of the Greater Manchester Enterprise Zone and ensuring that all sites contribute their full potential in terms of both employment benefits and in terms of maximising net GVA to Greater Manchester is the Enterprise Zone Landowners Commissioning Body. This body brings together the Airport, the Hospital Trust, the City Council and AGMA and it is chaired by Manchester Airport Group's Divisional CEO for Property. AGMA are represented by the Chief Executives of Manchester, Stockport and Trafford.
- 2.10 A Strategic Board has been established that will report periodically to the LEP. The Board includes representatives from the Combined Authority, Airport, MIDAS and UHSM. The purpose of the Board is to:
- Provide strategic direction to development of the EZ proposals;
 - Own the development framework for the EZ;
 - Set the performance framework for the EZ, monitor progress against it and identify where action needs to be taken to optimise the benefits across the Zone;
 - Oversee the marketing and branding of the Zone and high level relationships with UKTI; and

- Ensure structures and mechanisms are in place to ensure effective coordination and communications with landowners and other stakeholders.

The Board provides a strategic level input to the delivery of the Enterprise Zone and maximising the benefits for GM.

3.0 Greater Manchester Enterprise Zone: Progress Overview

Enterprise Zone Expansion

3.1 In the autumn of 2014 the Government has asked for proposals to be put forward for a possible extension of existing Enterprise Zones in England. A business case was put forward to expand the existing boundaries in the following areas:

- Medipark / Roundthorn - four individual sites each of which have the potential to develop healthcare related activities and create circa 15,000m² of net additional business space; and
- Airport City South – one single site, with the potential for over 80,000m² of new logistics related space.
- This business case was accepted and the proposal to expand the Enterprise Zone was announced by the Chancellor of the Exchequer as part of the Budget announcement in March of this year.

Enterprise Zone Development Activity

3.2 The remainder of the Section summarises the key developments which have been made over the last 12 months for each of the key sites within the Greater Manchester Enterprise Zone.

Airport City

3.3 The strategy for Airport City Manchester will see the Joint Venture deliver a suite of property solutions that match existing and forecast market needs, across a wide range of commercial sectors.

3.4 Building on a platform of resilient infrastructure, the project can adapt to changes in market requirements and accommodate specific occupier aspirations. Through a new phasing plan and supported by a wider range of funding and delivery models, Airport City will be able to accelerate the development of key sites on Airport City North, the Central Business District and Airport City South (now known as Global Logistics). This will in turn help to establish Airport City as a place, giving occupiers the confidence to locate to the area and generate higher levels of take-up of accommodation than the historic trend for the South Manchester catchment.

Airport City North / Central Business District

3.5 In terms of land assembly the agreements for the disposal of Manchester City Council and AGMA owned land to MAG have now all been completed. Over the last 12 months the Joint Venture has been undertaking a comprehensive review of the Masterplan for Airport City North / Central Business. This site is 90 acres in size and includes land immediately adjacent to the operational area of Manchester Airport. As a development, it can be broken down into 5 areas, distinguished by Use Class, target market segment or phasing. Three of these areas (1, 2 and 3) will now be developed concurrently during the first half of the delivery plan for the scheme. The detail of each of the five areas is briefly set out below:

- **Area 1:** The Central Business District. This area consists of the land which sits immediately adjacent to the train, tram and bus stations and can be accessed directly from the M56 via World Way or Outwood Lane. The area already houses two Airport office buildings: 4M and Voyager, and once completed will house an additional two hotels and six offices. Planning permission has been granted for one hotel and one office block (detailed) and the second hotel (outline). 2016/2017 will see both hotels constructed, as well as the first large office building. Planning permission will also be secured for the next office building.
- **Area 2:** Bounded by Ringway Road, the Jug Handle (the internal distribution road within Airport City North) and the Baguley Brook. This area includes eight different office plots, a multi storey car park and a hotel plot. There is active interest in one major plot (D3) and a cluster of buildings has been designed for international business occupiers and investors - the recently announced Wuhan Square.
- **Area 3:** Bounded by the established residential neighbourhoods of Wythenshawe, Manchester Business Park and the Jug Handle, this area is intended to accommodate smaller occupier requirements, in either stand-alone office buildings, or hybrid office and advanced manufacturing units. There is clear demand for each product type in the local market, and a shortage of suitable supply.
- **Area 4:** Bounded by the Baguley Brook, the M56 and the Jug Handle road, this area includes 13 office plots, two hotel plots and two multi storey car parks. Originally intended as the area where Central Business District (CBD) demand is met following the completion of the CBD zone, this area includes a variety of mainly larger buildings. The strategy would see this area, in effect, enclosed to the south and east by development, with building starting once the overall scheme had achieved a significant critical mass and established a clear sense of place. Development of this area would be in the latter phases of the overall scheme.
- **Area 5:** Bounded by Thorley Lane, the M56 and the Jug Handle, this area was initially considered as the last development phase, with Advanced Manufacturing units dominating the site. The announcement of plans to

transform Manchester Airport and specifically to double the size of Terminal 2 has created potential new opportunities within the part of the site. While the area is separated from Terminal 2 by the M56, it is only 200 metres between the Terminal and Area 5. The existing Sky Bridge that links the Train Station to Terminal 2 is 400 metres long, so a connection half that length into Area 5 is not only achievable, but would also offer an attractive link for hotel occupiers and businesses with high numbers of staff flying in and out of the airport. As a result, there has been a review of the Masterplan in Area 5 to determine how best the scheme can take advantage of the opportunity that the expansion of Terminal 2 will bring.

- 3.6 In 2014, the team led the design of a revised proposition for the Central Business District. The initial CBD designs had been indicative and were not part of the planning permission granted for Airport City North. The new design provides additional floorspace and a reconfigured set of offices and hotels, framing a new area of public realm and a new street on top of a graded series of three podium units. The focus of work in the CBD during 2016/2017 is to create a cluster of new buildings, set around a new square (Geneva Square) and connected by a new entrance, into an improved transport interchange. This will create a clear new core for the scheme and bring forward the first phase of highest quality offices within the project.

Airport City North: Programmed Work for 2016/2017

- 3.7 The Jug Handle road is due to start onsite early 2016 and is to be completed early 2017. The road has an overall construction value of approximately £12.5 million.
- 3.8 This route, part of the wider South East Manchester Multi-Modal Study (SEMMMS) initiative includes changes to the existing junctions around the airport. As a consequence, a new link road is needed between the Terminal 2 Roundabout and Styal Ringway Road. The Jug Handle provides that link.
- 3.9 We have a major utilities package on site, which will provide electricity, gas and water supplies to Central Business District and Global Logistics, and has a value of approximately £5 million.

International Business Districts: Wuhan Square

- 3.10 This business district, with an investment value of £70m, has been specifically designed to suit Chinese businesses locating themselves at Airport City Manchester. Wuhan Square comprises 200,000 sq ft of BREEAM 'Excellent' offices, serviced apartments and retail accommodation, in a 4 building cluster, each 6 storeys in height. This design provides a distinctive concept, forming a cluster of articulated buildings within a unique destination, situated around a natural woodland and brook. Highly flexible in its design, the buildings have the capacity to accommodate single or multiple occupation. The cluster also offers capacity to incorporate ground floor retail, small creative workspaces and public realm infrastructure.

- 3.11 The natural character of the woodland site, with its brook & pond offers opportunities to create a slower-paced, more intimate environment, while offering a sense of destination within Airport City.
- 3.12 The curated site provides a unique setting and place for people to meander through or linger.

International Business Districts: Shenzhen Gardens

- 3.13 This business hub, with an investment value of £60m, has been designed with Chinese occupiers in mind. Shenzhen Gardens comprises three storeys of 15,000 sq ft, BREEAM 'Excellent', Grade A office accommodation. Each block is part of a larger whole, comprising circa 200,000 sq ft in total, and creating a campus for larger and smaller occupiers alike. Offices can be individually tailored to provide raw, open-plan spaces for the creative industries or streamlined Grade-A space for multinationals.
- 3.14 This complex is an urban district, with a dynamic three storey presence animated by its use of the lines and nodes that brand 'Airport City' as a motif within its fenestration pattern. Courtyards, within this district, become spaces for occupiers and additional uses to exist, creating a dynamic central hub within the complex that stimulates interaction and creativity.
- 3.15 Covered external routes and internal bridges become key meeting points that will contribute to a thriving reinvention of a traditional business park's cellular logic.

Central Business District: Programmed Work for 2016/2017

- 3.16 This area consists of the land which sits immediately adjacent to the train, tram and bus stations and can be accessed directly from the M56 via World Way or Outwood Lane. The area already houses two Airport office buildings: 4M and Voyager, and once completed will house an additional two hotels and six offices. Planning permission has been granted for one hotel and one office block (detailed) and a second hotel (outline). 2016/2017 will see both hotels constructed, as well as the first large office building. Planning permission will also be secured for the next office building.
- 3.17 The first office building is One Geneva Square, a 75,000 sq ft (NIA) Grade A office building, which is due to start on site summer 2016.
- 3.18 The two hotels consist of the Hilton Garden Inn (a MAG only development) and a boutique hotel and restaurant for the CBD, which is in advanced discussions.

Global Logistics

- 3.19 Formerly known as Airport City South significant progress has been made in providing the necessary infrastructure to create the development platform for the creation of an airport related logistics hub. Building on the early success of

the DHL development which was completed in October 2014 the location has established itself within the market as a key location to invest.

Global Logistics: Programmed Work for 2016/2017

- 3.20 The strategy for Global Logistics during 2016/2017 will focus on delivering ALPHA (Zone S), a 130,000 sq ft terrace, offering up to 6 units between 17,500 – 35,000 sq ft, available to rent, to be completed summer 2016; and marketing Zone W and Zone T, a mix of freehold and leasehold unit for SMEs and International logistics businesses.
- 3.21 Mountpark has purchased one of two plots retained by MAG in the Airport City scheme. Mountpark is developing a 270,000 sq ft speculative logistics building, construction of which began summer 2015 and is due to complete spring 2016. Although Mountpark started work on their plot speculatively, an occupier, Amazon, has recently come forward whose operating and business model requires co location with the Airport. To meet Amazon's specific on-site operational requirements there is a requirement to increase the storage and distribution floor space within the existing floor plate of the unit and to increase the on-site car parking area. As such a planning application has recently been made to insert mezzanine floors into the unit to increase the floor space in total by 64,730 sq m and to erect a deck access car park for 580 vehicles.
- 3.22 This net result of these proposals would provide a new high tech freight consolidation and distribution centre in the region to meet growing consumer demand and would deliver up to 1500 new jobs, in addition to employment opportunities in the construction phase. Subject to planning approval the completed scheme should be operational by September 2016.

Airport City Marketing Strategy

- 3.23 The Airport City marketing strategy for 2016 consists of a range of main points, one of which is developing the next stage of the International marketing strategy, concentrating on both China and the USA.
- 3.24 There will be a push on marketing our two new International business districts Wuhan Square, Shenzhen Gardens, the hybrid units and the full office product portfolio available at Airport City North.
- 3.25 At Global Logistics the focus will be on the marketing of ALPHA, and Zones W & T (300,000 sq ft).

Medipark and Roundthorn Industrial Estate

- 3.26 Hospital Corporation of America (HCA) have appointed the Medipark LLP as developer to bring forward a 60,000 sq ft, 60 bed private healthcare facility which will create circa 200 jobs. The legal agreements for this development have taken longer to conclude and it is now anticipated that the legals will now be complete before Christmas 2015. Development activity is expected to commence in the spring of 2016.

- 3.27 With regard to the Roundthorn Industrial Estate, Bluemantle who own that part of the estate which is within the Enterprise Zone in have now refurbished International House for occupation by a number of back office operations at UHSM to facilitate the growth of the initial phases of Medipark, which includes the HCA development. In respect of the rest of the Roundthorn Industrial Estate this is now fully occupied. When the estate received Enterprise Zone designation it was less than 50% occupied. The Business Rate discounts have been a significant attraction to the SME occupiers that have been attracted to the Estate along with the opening of Metrolink which has significantly opened up the site's accessibility to employees. Looking forwards the transformation of the estate has now given Bluemantle the confidence to consider bringing forward new speculative development on a number of plots that exist within the estate and they are currently evaluating opportunities along the Southmoor Road frontage to bring forward new office accommodation and an improved amenity offer for the estate.

Wythenshawe Town Centre

- 3.28 With regard to Wythenshawe Town Centre the City Council acquired Shell (UK) Ltd's interests in the vacant Rowlandsway House, the most significant land interest on the western side of Rowlandsway, and demolition of this building was completed in September 2014. Having acquired this asset the City Council have engaged with St Modwen's who have a significant interest in the eastern side of Rowlandsway to progress a comprehensive Masterplan for the Town Centre. This plan will be finalised in early 2016.
- 3.29 In parallel with the work on a new Masterplan for the Town Centre Manchester City Council have entered into an Agreement for Lease and Lease with a party to acquire and refurbish the vacant 80,000 sq ft former Barclays Building on the western side of Rowlandsway. A non disclosure agreement has been entered into with the party concerned. Works have commenced in line with the Agreement for Lease and we anticipate that an occupier is unlikely to be announced until 2017. This initiative has the potential to create significant employment at this location.

Atlas Business Park

- 3.30 The agents representing the owners of the Atlas Business Park are exploring with the City Council a number of development options for the remaining undeveloped land within the Business Park.

4.0 Local Employment Benefit: The Airport City Employment and Skills Strategy

- 4.1 To ensure that residents in Greater Manchester benefit from the employment opportunities, the Airport City Employment & Skills Strategy was approved by the GM Combined Authority in August 2014. It sets out the opportunity to create an additional 16,000 jobs in addition to the 19,000 current jobs at

Manchester Airport through the development of Airport City. Airport City focuses on high value, high skilled sectors identified to drive the growth of Greater Manchester.

- 4.2 Building on a well qualified and diverse existing workforce, local universities, colleges and schools need to work collectively to deliver skills for future employees in specialist sectors such as logistics, digital and creative, bio-science, advanced manufacturing, hospitality and construction. Airport City will be a catalyst for growth for the wider Greater Manchester economy and create jobs at all levels. It provides a unique opportunity to connect Greater Manchester residents, including those at a distance from the labour market into the employment created, provided that the GM skills and employment system can respond appropriately. A target of 50% of all vacancies going to Greater Manchester residents has been agreed by the GM Skills & Employment Partnership.
- 4.3 Annex 1 attached to this report sets out a report produced by the Manchester Growth Company that provides the most recent update on the delivery of the Airport City Skills and Employment Strategy, along with a copy of the Strategy that was approved. The first major opportunity of scale which will demonstrate the effectiveness of the Strategy that ensure employers locating at Airport City can access the skilled workforce required and to match local people to the opportunities created will now be the jobs at the Amazon facility on the Global Logistics site on Airport City, subject of course, to the approval of the planning application for the expansion of the building Amazon will occupy.
- 5.0 Concluding Remarks**
- 5.1 This paper has sought to draw out the key developments and issues that have emerged over the last 2 years that have a direct short term impact on the delivery of the Manchester Airport City Enterprise Zone.

Report to: Joint GMCA and AGMA Scrutiny Pool
Date: Friday 13 November
Subject: Airport City Skills and Employment Strategy Update
Report of: Mark Hughes, Chief Executive, Manchester Growth Company

PURPOSE OF REPORT

As part of the Greater Manchester Enterprise Zone, Airport City developments are planned to grow to become the most significant site of new employment opportunities in Northern England. To ensure that employers locating at Airport City can access the skilled workforce required, and to match local people to the opportunities created, a skills and employment strategy for Airport City was developed. The Strategy was approved by the Combined Authority in August 2014, with delegated authority to the GM Skills and Employment Partnership to oversee the implementation of the Strategy, working with the Enterprise Zone. The purpose of this report is to provide an update.

RECOMMENDATIONS:

Members are invited to note and comment on this report.

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1. INTRODUCTION

Manchester Airport is a major economic driver for the North of England and the companies that are located at the Airport site currently employ over 19,000 people - two thirds of whom are Greater Manchester residents. The Airport itself is set to invest and expand, with the potential to create an additional 6,000 jobs at all levels. Taken together with the economic opportunities at Airport City, this will form one of the most significant investment and employment opportunities in the North of England.

Airport City is focused on high value sectors and employment growth. It is projected that over half of all of the 10,000 new jobs created will require higher level and graduate skills in key growth sectors including logistics, bio-science, advanced manufacturing, digital and creative, hospitality and construction. Airport City provides a unique opportunity to connect Greater Manchester residents, including those at a distance from the labour market into the employment created, provided that the GM skills and employment system can respond appropriately.

To respond to that opportunity, an Employment and Skills Strategy was developed between the Airport, the Enterprise Zone Strategic Board, GM Employment and Skills Partnership and the LEP, and approved by the Greater Manchester Combined Authority in Aug 2014. Progress with the delivery of this Strategy is linked with the wider progress of the delivery of Airport City / Enterprise Zone, which is the subject of the earlier agenda item.

2. AIRPORT CITY EMPLOYMENT AND SKILLS STRATEGY

The Airport City Skills and Employment Strategy (attached as Appendix A) outlines the strategic and integrated approach needed to meet the skills & employment needs and opportunities at all levels at Airport City. It seeks to ensure that benefits accrue both to the companies investing and Greater Manchester as a whole and sets out an intention to

- Create a trained and available labour pool that is a benefit to, and a differentiator for, potential occupiers of Airport City
- Actively promote the employment opportunities of Airport City to GM residents during the construction phases and once employers are in place
- Making employment and training services more accessible both to those looking for work and those already working at Airport City
- Work with the GM employment and skills provider base to ensure that young people leave school with the appropriate skills to work within Airport City; to offer specific training for local people to retrain or upskill in order to secure

employment at Airport City; and to offer training to employers who may wish to upskill their workforce.

The Strategy recognises that there is much to build on from a well-qualified and diverse existing workforce, and a quality education and training offer from local universities, schools & colleges, welfare to work and training providers. Manchester Airport itself has a track record of delivering education and employment programmes that are designed to enhance the employment prospects of young people and unemployed residents to secure work at the Airport.

The expansion of the Airport and the development of Airport City provide a major opportunity for Greater Manchester Combined Authority to deliver its employment, skills and reform priorities. However, to maximise that potential the Greater Manchester education and skills sector, working closely with the Airport, needs to work collectively to deliver skills for future employees in specialist sectors such as logistics, digital and creative, advanced manufacturing, hospitality and construction. There will be shorter and medium term opportunities to link priority groups from GM commissioned employment and skills programmes to the employment created at Airport City.

3. IMPLEMENTATION

Implementation of the Strategy requires the Airport to provide intelligence on the employment and training opportunities being created at Airport City and a point of access for Airport / Airport City based companies. It also requires the coordination of the whole GM skills and employment provider base to meet the needs of Airport City employers both short and long term. This requires facilitation and leadership to drive the very best skills, employment and careers guidance services for Airport City.

The Airport City Joint Venture has been largely focussed on the activities outlined in the earlier paper – to develop and secure investment in the Enterprise Zone. There have been a limited number of new companies locating at Airport City to date. MIDAS have ensured that local recruitment and training support was offered to all of the companies that they supported to move into Airport City, and are continuing to work with some businesses who are only now beginning to think of expanding and recruiting additional staff. With the Airport City land assembly now complete and planning permissions granted there is a strong pipeline of new development and infrastructure planned to commence in 2016/17. This includes

- Infrastructure and Utilities
- Office buildings
- Hotels
- The Jug Handle road, linking the Terminal 2 Roundabout and Styal Ringway Road.

In advance of substantial employment and skills opportunities coming on stream at Airport City, work has continued to ensure the GM skills and employment system supports the needs of employers and can respond to major new opportunities such as Airport City. This includes the work undertaken in relation to Devolution, which provides the mechanism to develop a more locally-tailored employment and skills offer to GM businesses, and work undertaken to get key delivery programmes up and running that can then be geared towards servicing the recruitment and skills needs of the expanding Airport City employer base. These delivery programmes include

- **The Working Well pilot** - currently supporting 5000 out of work residents who have been through the Work Programme and not secured sustainable employment. This provides a mechanism to support local unemployed residents into Airport City opportunities.
- **The GM Apprenticeship Hub** - significant activity has taken place to deliver an increased number of Apprenticeship starts, and a greater proportion of Advanced and Higher level Apprenticeships. This includes substantial investment in delivering GM's Careers, Education, Information, Advice & Guidance (CEIAG) strategy; activity to stimulate demand for Apprenticeships in the Creative, Digital, Engineering, Manufacturing and Voluntary sectors; and managing the devolved AGE Grant incentive for businesses across Greater Manchester. An example as to how this work could align with future Airport City development is the work undertaken with University Hospital South Manchester (UHSM) to support its long-term workforce planning and to expand its Apprenticeship programme. UHSM is now in dialogue with local colleges with a view to developing a coordinated strategic response to the emerging needs at the hospital and the adjacent EZ Medipark development, which is expected to announce a new private hospital and significant investment from one of the world's largest manufacturer of medical devices.
- **Undertaking Skills Reviews with SMEs** - supporting GM small businesses to understand the potential benefits of developing the skills of their workforce. Organisations in and around the Airport City postcodes have accessed this support, and this could be scaled up as and when the Airport City employer base expands.
- **Developing GM's ESIF Strategy** - developing and commissioning employment and skills programmes that will support GM's priority groups to access the employment opportunities created at Airport City, and to upskill the Airport City workforce.
- **The Airport Academy:** Manchester Airport established the Airport Academy over 11 years ago, to support GM residents into jobs at the Airport. It provides pre-employment training and access to jobs at the Airport. Most residents accessing the Airport Academy are long-term unemployed and live within close proximity to the airport site. The Airport Academy is led by a steering group comprising of the Airport, Stockport College, Jobcentre Plus, Wythenshawe and Stockport Regeneration teams, and the WEA. Stockport

College are contracted by the Airport to deliver the Airport Academy. They fund the training and management of the Academy through their Skills Funding Agency contract, with the Airport providing training space on the airport site. In 2015 the Airport Academy became a Sector Based Work Academy - giving it an increased profile with Jobcentre Plus claimants, with paid travel and child care costs and a guaranteed job interview for each person completing the pre-employment training. In 2014/15 it delivered training to 251 GM adults and young people, and helped 225 of them into work. In 2015/16 it has been targeted to train 300 GM residents, and help 250 of them into work.

In addition to the above, following the development and approval of the Airport City Skills and Employment Strategy, Manchester Growth Company (MGC) developed proposals as to how the Strategy could be implemented – building on

- existing skills and employment / local benefit activity at the Airport
- existing joint working between MGC and MAG
- MGC GM-funded services and infrastructure.

This proposal was submitted last year and consisted of the following activity:

- **International marketing** – building on Marketing Manchester’s existing work with MAG to promote Manchester as a tourist destination and develop new routes by providing specific Airport City / MAG promotion in the UK and overseas
- **Inward investment** – building on MIDAS’ promotion of Manchester as a business destination, proposition development, project handling and aftercare support to develop bespoke promotional plans for Airport City, and provide dedicated business development resource both in-market and in Manchester for key Airport City / MAG markets and sectors
- **Business support** – building on the existing Business Growth Hub, International Trade and Business Finance Solutions services to provide packaged support to new SME Airport City tenants, specific additional support to companies in GM priority sectors such as Manufacturing and Life Sciences, export support, supply chain development, tailored business finance for growth start-ups and SMEs, and an EZ-focussed series of business events / networks
- **Integrated recruitment and skills development support**, building on the existing Airport Academy activity to open up temporary, permanent, and temp to perm opportunities to GM residents, and co-ordinating a range of pre-employment, Apprenticeship, vocational and regulatory in-work training to service the recruitment and skills needs of Airport City employers. This could include facilitation of large scale recruitment, including working with Local Authorities, Jobcentre Plus, schools, Housing Associations and community groups to promote Airport City job opportunities to GM residents, and the development of bespoke packages of pre-employment and in-work training to

enable Airport City employers to attract and retain an appropriately-skilled workforce.

The proposal envisaged the development of an on-site 'mini Manchester Growth Company', with dedicated resource to

- Attract employers to Airport City
- Provide aftercare to, and account manage, inward investors – including through the provision of bespoke packages of business support and business finance
- Maximise the opportunities for local recruitment, both in the build and operational phases
- Provide in-work training to support improved productivity, staff retention and business growth.

The most effective model for working with the Manchester Growth Company is still being worked through with the Airport City Joint Venture and progress is being made:

- Regular meetings occur with MIDAS to ensure a co-ordinated approach to, and knowledge of, businesses and sectors targeting the city as a location.
- The Recruitment and Development 'offer' is being worked into the Airport City promotional material used with target occupiers.
- A detailed in market strategy for China is being developed by Argent to leverage the endorsement of the scheme by the Chinese President and link Airport City promotional activity and occupier pipeline development in China with the promotion of Manchester and the City Region.
- MAG and the Airport City Joint venture are working closely with the China Forum to progress opportunities that arose during the Chinese President's visit.

Further work is required to assess what levels of enhanced service from Manchester Growth Company may be required as the Airport City build and development progress in the coming year.

APPENDIX A

Airport City

Skills and Employment Strategy

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1 Introduction

Manchester Airport City and the Airport is one of the largest investment and employment opportunities in the North of England. It provides a unique environment in which to attract global business, entrepreneurs and a highly skilled workforce creating new employment opportunities and stimulating economic growth – locally, regionally and nationally.

Over 42,000 people are expected to work there in the next ten years with half of all new jobs requiring higher level and graduate skills in key growth sectors such as logistics, digital and creative, bio-science, advanced manufacturing, hospitality and construction.

Greater Manchester acting collectively will ensure that the strategic advantages of location and, international investment and transport connections are capitalised on through the high quality of Greater Manchester's existing and future workforce.

As the City Region's Enterprise Zone it is vital that Airport City it reaches out to every Greater Manchester district and ensures every community is able to benefit from the combined effort of the ten local authorities and their partners. This Skills and Employment Strategy outlines the strategic and integrated approach being taken to meeting skills needs at all levels ensuring that benefits accrue both to companies investing and Greater Manchester residents.

2 Background

Size and Strength of the Greater Manchester Economy

The Greater Manchester Economy is formed of the 10 metropolitan districts of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan, located in the North West of England. It has a population of nearly 3 million and is the largest city based economy outside the South East of England with nearly 100,000 businesses and an economy worth £48.2bn¹. This is approximately 4% of the national economy, and bigger than the GVA of the whole of Wales. Apart from London, it is considered the UK city most likely to be able to increase its long term growth rate, to access international networks and enjoy strong connections to the rest of the world. There are over 1 million international visitors to Greater Manchester each year.

Manchester Airport - A major Greater Manchester employer

The Greater Manchester Strategy identifies Manchester Airport as “pivotal to regional growth and prosperity”. As such, it plays a significant role in creating economic growth as the gateway not just to Greater Manchester but to the North of England as a whole. This key strategic asset is now being built on through the development of Airport City. It is expected to create 16,000 jobs (at all levels) to add to the 19,000 already at the Airport, two thirds of which are occupied by Greater Manchester residents. Furthermore, employment at the Airport is forecast to grow to around 26,000 over the next ten years making this the most significant and accessible employment location in the North of England

Outstanding transport connections – International, national and local

Building on this strong track record at the Airport, Airport City represents a unique opportunity for Greater Manchester and the North West and will be a major stimulus for regional economic growth and employment. It is founded on the connectivity provided by its location adjacent to the Airport – the UK’s major air gateway outside London. In turn, the growth of the Airport will be supported by Airport City - a major new business destination on its doorstep. It draws on the successful experience of airport cities elsewhere in Europe including Barcelona, Dusseldorf and Zurich.

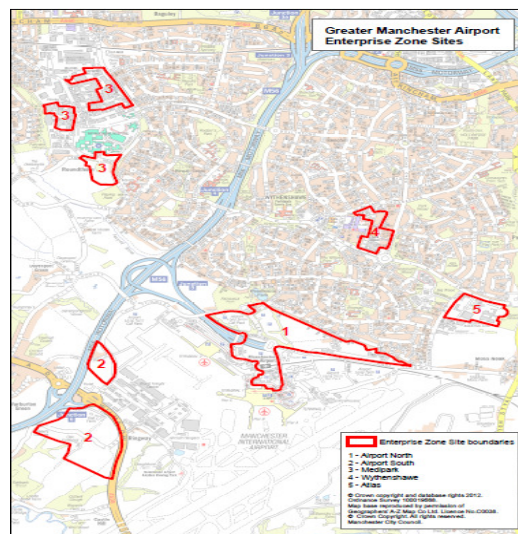
The overall concept is of a high quality business destination, an advanced manufacturing centre and a location for hotels and other support activity for the Airport. Combined with a fast expanding major transport hub offering improved train, tram bus and road access, there is a significant opportunity to generate employment and stimulate skills development across Greater Manchester.

¹ ONS, GVA estimates 2012

Airport City is situated at the core of the new Greater Manchester Enterprise Zone which aims to create a positive environment for business and employment growth. Economic activity and job creation can be achieved at a greater rate at Airport City than at almost any other location in Greater Manchester and this will be a driving force for growing and up-skilling the business base across the region.

Greater Manchester Enterprise Zone

The Greater Manchester Enterprise Zone covers 116 hectares and is centred on the strategic development of Airport City. There are 6 sites that make up the wider Enterprise Zone. Enterprise Zones will stimulate business through the provision of subsidies in the form of business rate discounts, superfast broadband, simplified planning procedures and the retention of business rates by the local authorities for a period of 25 years. The Manchester Enterprise Zone will also benefit from UK Trade & Investment support for international business enquiries and actively encourage the best overseas companies to consider investment in the UK.



It is intended that the development of Airport City will act as a catalyst for the broader growth of the Greater Manchester economy. As the most visible, growth-friendly location in the region it will drive the expansion of Greater Manchester's priority sectors and growing sector specialisms, assisted by Greater Manchester's fast developing and comprehensive business support infrastructure. Furthermore, the growth in jobs must lead to increased opportunities for employment for Greater Manchester residents and ensure they have the skills to meet the emerging business needs, both now and in the future. The challenge is to deliver investment, jobs and skills for Greater Manchester and the North West.

3 The Skills Opportunity and Contribution of Airport City to Greater Manchester and the North of England

Airport City focuses on high value, high skilled sectors identified to drive the growth of Greater Manchester. Building on a well qualified and diverse existing workforce, local universities, colleges and schools work collectively to deliver skills for future employees in specialist sectors such as logistics, digital and creative, bio-science, advanced manufacturing, hospitality and construction.

Strength, breadth and high quality of Greater Manchester’s existing and future workforce

The decision to invest in and develop Airport City recognises the strength, breadth and quality of the existing Greater Manchester workforce. Whilst other regions can claim high levels of talent and skills in certain sectors, Greater Manchester is unique in having a large quantity and quality of potential employees across a wide range of sectors relevant to Airport City plans. These include logistics, digital and creative, bio-science, advanced manufacturing, hospitality and construction. Furthermore, an Ekosgen report² for Airport City estimates that almost 50 percent of the new jobs created will require higher level skills and 30 per cent, intermediate skills. (Table 1)

Table 1: Expected number of jobs by skills level and sector

Sector	High level skills	Intermediate level skills	Low level skills	Total
Advanced Manufacturing	528	645	432	1,364
Hotels	332	260	333	1,297
Retail	111	87	112	434
Logistics	700	689	767	1,782
Office	6,115	2,970	1,747	11,443
Total	7,786	4,650	3,390	15,826

Source: Ekosgen. Figures based on the assumption of jobs accommodated per square metre

Given that advanced manufacturing is estimated to create 1,364 jobs and the World Logistics Hub a further 1,782 over the next 5 years, Airport City, together with the airport, offers the opportunity to develop and drive forward a number of Greater Manchester priority sectors and enhance the specialisms associated with GM and its training providers.

² Ekosgen - Airport City jobs 2013

With a working age population of 1.7 million in Greater Manchester, two thirds of whom are educated to NVQ Level 2 or above and one of the largest student populations (100,000) in Europe, investors at Airport City will be able to build a workforce to meet their diverse needs. In order to make this happen, it is essential, however, that Airport City also acts as a catalyst for growth. It will, therefore, be developed in such a way that it fully utilises all local skills and employment assets, particularly those in the adjacent Wythenshawe community, and ensures that the benefits are felt across the whole of Greater Manchester.

A strategic and integrated approach to meeting skills needs at all levels ensuring the benefits both to companies investing and Greater Manchester residents

In addition to its four universities, Greater Manchester also boasts a network of very strong college and specialist training providers who not only deliver skills for the future workforce but are also working in innovative ways with employers to up-skill their existing staff to meet the continuing need for higher skills. It is imperative, however, that this work is undertaken in a strategic manner to ensure that no skills gap emerges between those in need of employment and the jobs which will be created at Airport City, and that a pipeline of suitably skilled individuals from across the conurbation is developed.

Increasingly, therefore, the planning and funding of local skills provision is linked to meeting the priorities set out in the Greater Manchester Growth and Reform Plan developed by the Local Enterprise Partnership (LEP) and submitted to Government on 31 March 2014.

Therefore, whilst Airport City will necessarily focus on its own specific skills needs it will achieve this goal and contribute to the wider economy by working through the LEP and its associated skills initiatives. The Greater Manchester Skills and Employment Partnership (SEP) develops strategic responses to the LEP's growth priorities and ensures future labour market demand is met.

Although there are many positive reasons for investing in Airport City, there are also a number of critical skills and employment issues in Greater Manchester which this development can help to address.

The Greater Manchester Strategy identifies three high level priorities

- To prevent and reduce youth unemployment, enabling **young people** (including those NEET and at risk of becoming NEET) to make informed choices about their learning and gain the skills and experience that employers seek via high quality advice, guidance, skills and employment support.

- To ensure high quality, evidence based integrated approach to pre-employment and post-employment support, with a focus on **long term unemployed and inactive working age residents**
- To raise business productivity through an **employer-led skills programme for workforce development**, particularly at advanced and higher skill levels, in Greater Manchester's existing and emerging growth sectors

These, in turn are supported by collaborative action across Greater Manchester which ensures that not only are the future skills needs of major investments such as Airport City able to be met in a comprehensive manner, but also that the benefits are felt across the region. Airport City, therefore, offers a significant opportunity for Greater Manchester.

In particular, Airport City will be able to:

- **Support the development of young people** by;
 - Raising aspirations for future employment through contact with local employers and work placements
 - Identifying career opportunities including Apprenticeships
 - Providing entry level jobs and support for local NEET (Not in Education, Employment and Training) young people
- **Support adults currently out of work or seeking a career change** by;
 - Support via Public Service Reform programmes to remove labour market barriers to those at multiple disadvantage in long term unemployment e.g. Work Programme Leavers
 - Providing entry level jobs
 - Offering new employment opportunities at all skills levels including transitional training support, where required
 - Start up support for those wishing to supply and service the site
 - Offering aspirational opportunities for graduates
- **Provide the catalyst for greater employer investment in skills** through;
 - Initiatives such as the Enterprise Zone Tax Incentive
 - Creation of additional jobs in some of Greater Manchester's priority sectors
 - Development and retention of higher level skills in Greater Manchester
 - Retaining and growing the best emerging talent
 - Up-skilling the existing workforce

4 Greater Manchester Strategic Response to Airport City

The Greater Manchester skills system through the SEP will work with Airport City to realise these ambitions through:

- 4.1 Provision of labour market Information and Intelligence
- 4.2 Increased investment in LEP priority growth sectors
- 4.3 Stimulation of employer demand for training
- 4.4 Greater alignment of funding and skills provision
- 4.5 Coordination of national and local employment programmes
- 4.6 Developing the future workforce
- 4.7 Improved recruitment from across Greater Manchester
- 4.8 Creation of supply chain and enterprise opportunities (eg new business formation)
- 4.9 Stimulating Business Growth

4.1 Provision of labour market Information and Intelligence

The Greater Manchester Strategy and LEP priorities are underpinned by the most comprehensive labour market data of any UK city. This data and its analysis will be tailored to encourage potential investors to locate at Airport City and to support them in planning, training and recruiting their local workforce when facilities become operational. This data is drawn from a range of sources and includes a sophisticated forecasting model³, employer interviews in key sectors, analysis of GM recruitment advertising and vacancies, national and local employer surveys, sector skills information and travel to learn/work geographies. This is compared with skills provision data from the Skills Funding Agency (SFA), Education Funding Agency (EFA), National Apprenticeship Service (NAS) and Jobcentre Plus together with learner data from colleges and other providers across Greater Manchester.

In this way, Greater Manchester has the tools to ensure the current and future supply of appropriately skilled individuals is in place to meet the workforce needs of companies investing in the area.

4.2 Increased investment in LEP priority growth sectors

Detailed analysis has taken place of nine sectors in Greater Manchester, identified by the LEP as vital in terms of either current economic output or employment, or longer term growth prospects: Financial and Professional Services, Health and Social Care, Retail, Education, Hospitality and Tourism, Construction, Logistics,

³ Oxford Economics modelling

Advanced Manufacturing and Digital & Creative. There is significant crossover with those sectors earmarked for Airport City both during the development and construction phase and future occupation of the site. In addition, many of these sectors are those that are major users and require access to air transport services.

Primary and secondary research together with detailed analysis has been undertaken in these sectors to identify future employment, skills needs and gaps in provision. With an increasing demand for higher level skills it is important to ensure that there is a pipeline of Greater Manchester skilled labour from entry level jobs through to many of the degree level employment opportunities which will be created at Airport City. Greater Manchester skills planning and investment is now concentrated on these priority sectors and a stronger link is being generated between learners and the local labour market.

The Ekosgen report provides an early analysis of future skills needs at Airport City, segmented by sector and level. This will be refreshed on a regular basis as new investment is confirmed with timescale (phasing), where possible, and used with skills providers to plan and prioritise future provision. This will be done using the Greater Manchester forecasting model and up to date demand and supply side labour market intelligence and employer surveys.

Inward Investment Opportunity

Labour market data and specialist sector information on local skills provision will be tailored for individual inward investors to smooth the path for recruitment and up-skilling their workforce.

4.3 Stimulation of employer demand for training

As Government entitlements and funding for skills continues to shrink, increasing responsibility is placed on individuals and employers to contribute to their skills development needs. A number of Greater Manchester initiatives are currently in place, or planned, to both stimulate and support employers to train and develop their workforce. Of particular relevance to Airport City are:

Legacy activity stemming from two phase one **Employer Ownership of Skills (EOS)** pilots:

- One, located at the Airport, has brought together Stockport College, Manchester Metropolitan University, local businesses through BW3, the food travel business SSP, and World Duty Free to create a new Young Person's Airport Skills Academy - building clear development pathways from work experience through to employment.

- Meanwhile the Chamber-led Greater Manchester EOS project has successfully brought together GM-wide groups of SMEs in all priority sectors are coming together to identify, purchase and develop appropriate training for their current and future staff. There are fourteen Employment and Skills Groups (ESGs) now operational with employers, procurers and training providers working collaboratively to generate training opportunities with a particular focus on Apprenticeships.

Construction Opportunity

The first infrastructure (road) and logistics unit (DHL) contracts have already brought commitments from contractors to support local employment; education opportunities and skills development.

Given that significant building will be taking place from November 2013 there is an immediate opportunity for Airport City to work through the EOS Construction Employer and Skills Group (ESG) and the Greater Manchester Construction Group Training Association (GTA). The GTA is an association of construction companies, training providers and public sector bodies, who work together to train apprentices for the Construction Industry. Labour market forecasts for construction in Greater Manchester are being used to develop a strategic pipeline of skills requirements for the sector.

- **GM Apprenticeship Hub**, led by New Economy, promotes Apprenticeships with learners across GM and develops capacity building activity to better enable providers to deliver Apprenticeships at advanced and higher levels
- **Skills Reviews for small employers**, which will work with up to 800 employers of 0-50 staff across GM who do not current invest in training to develop their workforce plans and broker skills demands with the provider market

4.4 Alignment of Funding and Skills Provision

The effectiveness and success of the Greater Manchester SEP will be measured by the degree to which it is able to influence and align skills funding to meet the wider LEP growth priorities. The challenge will be to ensure key strategic investments such as Airport City draw on the GM labour market data and intelligence to shape provision and, where possible, coordinate mainstream funding including apprenticeships, to meet the employment needs of businesses locating on the site. Furthermore, smart use of European funding and special initiatives can then fill gaps left by mainstream provision.

Opportunity with Greater Manchester skills providers

The Greater Manchester Skills and Employment Partnership has developed programmes of activity that respond directly to the priorities contained in the refreshed Greater Manchester Strategy. Activity with the Skills Funding Agency, confirmed via our Growth Deal, offers a route via which SFA allocations to providers can better reflect GM skills priorities, including provider responsiveness to Airport City's current and future skills needs.

4.5 Coordination of national and local employment programmes

It will be important to ensure that Airport City is fully integrated into government funded employment programmes, such as the Work Programme, which together with a range of City Deal initiatives aim to support the unemployed back into work. In particular, the nationally recognised Public Service Reform work in Greater Manchester will be further developed to remove labour market barriers to those at multiple disadvantage in long term unemployment. When linked to major new developments, such as Airport City, this is likely to have a significant impact on their employment opportunities.

Greater Manchester's employment scheme pilots will be linked with opportunities developed through Airport City. This will help to meet the needs of Airport City's employment demand, while supporting employment priorities across Greater Manchester. Two of these programmes include the Working Well Programme (WW), and the Troubled Families programme (TF) from which pathways into employment at the Airport and Airport City will be developed.

WW aims to support 5,000 Employment and Support Allowance claimants from across Greater Manchester towards employment. These claimants will have left the Work Programme after two years without having found a job. Similarly those supported by TF are families with complex needs and issues affecting their social engagement – including unemployment, low skills and histories of criminality. Both of these groups represent a significant risk for employment, but are also furthest from the labour market, and would benefit most from being employed.

The Airport Academy currently provides employability courses, work placements and access to Airport job vacancies for the local community in Wythenshawe and other areas within Greater Manchester. There is a significant opportunity to extend this further across Greater Manchester in particular by connecting with developing public transport links.

The Ekosgen report suggests that, whilst a significant number of the new jobs created across the Airport City site will demand higher level skills, an estimated

3,400 will be in entry level jobs. Similarly, low skilled jobs across Greater Manchester (according to the GM Forecasting Model) are expected to grow by 6% between 2015 and 2025 (Table 2).

Table 2: Growth / decline in jobs across GM by skill level, 2015 – 2025

Expansion demand for jobs	High level skills	Intermediate level skills	Low level skills	Total
2015 – 2020	4.8%	1.2%	4.3%	3.7%
2015 – 2025	7.8%	0.1%	6.0%	5.3%

Source: Greater Manchester Forecasting Model

Linking these opportunities with the need from Greater Manchester employment programmes through the Airport Academy will help to support local priorities and help to provide better access to jobs for individuals in the WPL and TF cohorts. This could take the form of:

- A vacancy-led approach - good quality pre-recruitment activity based on timely expectations of employer demand at Airport City.
- Ring-fencing job opportunities – especially those at the lower level, but also smaller numbers at intermediate and higher levels

Whilst this will help to de-risk the pilots and programmes across Greater Manchester, it will also benefit the employers at Airport City. Pre-employment and post-employment support from these programmes will support the cohort to remain in employment, and enable employers to fill vacancies more easily.

4.6 Developing the future workforce

Airport City is one of a number of long term strategic investments in Greater Manchester which will provide significant and varied employment over the coming decades. A comprehensive education programme will be developed through the LEP and Greater Manchester schools and colleges to ensure that current and future opportunities at Airport City are highlighted and planned for.

Companies on site will be encouraged to participate in programmes aimed at inspiring young people about career choices available to them and alternative routes to reach their goal. A starting point could be the Work Inspiration programme (see below)

Development opportunity Work Inspiration

Manchester Airport has led an award winning Work Inspiration programme over many years. This has been aimed at inspiring young people to think about what work means from a very early age and gradually bringing in work-readiness and training opportunities. Programmes have included

- World of Work days in primary schools
- Work experience as 2 hour tasters
- Work experience days/weeks
- Employer visits
- Employability skills days for Year 9 students
- Guaranteed interviews
- Mentoring all ages for particular subjects or promoting role-models
- Providing web based materials about the Airport business and service partners and work preparation material
- Integration of programmes to have best impact locally. Suggested partners are:
 - BW3 Group (Business Working with Wythenshawe)(BiTC Big Tick winner)
 - Airport Community Network Group – based on the Airport site
- These groups are a partnership of local businesses working together on volunteering programmes to help the local community.

4.7 Improved recruitment from across Greater Manchester

Working with local and regional Job Centres and key private employment agencies, Airport City will widen its recruitment service to ensure employment opportunities are widely advertised. New media will be at the fore not only to ensure that these opportunities are brought to the attention and made available for residents across the whole conurbation in real time, but also to speed up the recruitment for investors on the site.

4.8 Creation of supply chain and enterprise opportunities (e.g. new business formation)

The significance of Airport City will be felt across Greater Manchester and North Cheshire, not only in terms of direct employment but also in terms of secondary opportunities. The Greater Manchester SEP is keen to ensure Airport City creates the conditions for a thriving local supply chain, whether it be to provide input to a business process, or the ancillary services which will enable it to run smoothly and effectively.

Initiatives such as the Airport's sustainable procurement strategy, will support individuals to set up their own company or grow local businesses, to participate in

the success of Airport City, thereby encouraging local regeneration and skills development.

4.9 Stimulating Business Growth

Given the important role Airport City can play in business growth in key priority sectors across Greater Manchester, a range of support will be offered to companies locating in the area. The Greater Manchester Business Growth Hub aims to strengthen the region's business base through a network of professional advice and expertise for growing businesses. This is backed up by a number of funds and financial instruments specifically for Greater Manchester companies such as the Evergreen Fund and North West Fund.

Business Growth opportunity

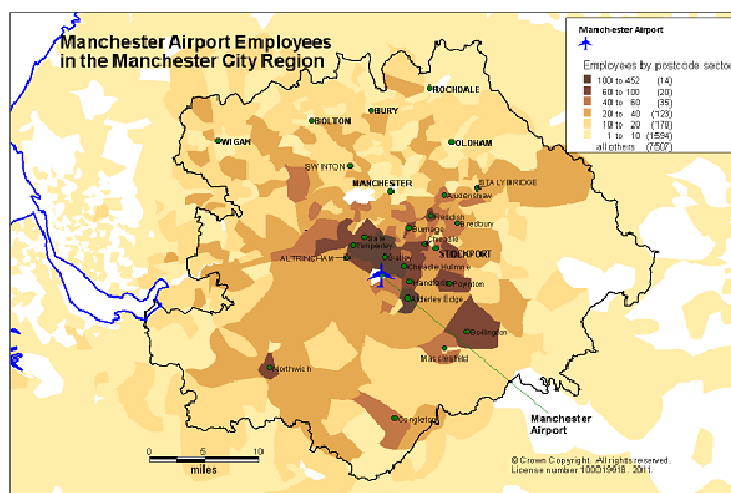
Investors at Airport City could be offered a package of business support tailored to their specific needs, incorporating strong links to the Greater Manchester skills system to enable them to develop and up-skill their workforce

5 Transport and Accessibility

Airport City is designed to attract national and international enterprises that can take advantage of its location in the heart of the North West and the UK, along with the international connectivity provided by the airport. At the centre of the district is a major transport hub served by Metrolink and rail and by numerous local and regional bus services.

In order to maximise the take up of job opportunities from residents across Greater Manchester, easy accessibility to Airport City will be essential. Taking Manchester Airport as a proxy for travel to work patterns, we can see the potential employment impact not just in the local area but across Greater Manchester as a whole. The 2011 report Manchester Airport Strategic Opportunities shows that not only does the Airport have a significant effect on the labour market in the immediate vicinity but that, excluding the City of Manchester, over half of jobs at Manchester Airport are taken by Greater Manchester residents across the conurbation.

In 2011, 9,726 Greater Manchester residents were employed at the Airport representing 63 percent of the workforce. This is expected to rise as new transport infrastructure comes on stream with particular growth opportunities in the under-represented parts in the north and north east of the conurbation.



Location of Manchester Airport Employees in the City Region,

Bolton	422
Bury	274
Manchester	3,363
Oldham	364
Rochdale	238
Salford	552
Stockport	2,051
Tameside	671
Trafford	1,301
Wigan	490

Source: Anonymous postcode data from Manchester Airport Group. 2011

With the continued expansion of Metrolink and enhancements to the rail, bus and road network, accessibility from across Greater Manchester will increase, thereby significantly widening the catchment areas for potential employees. (See Annex 1) The Metrolink extension to the Airport, combined with the recently opened Rochdale/Oldham line will bring additional job opportunities to more people across the City region. As much of the work at the Airport and Airport City is also likely to

revolve around shifts and unsocial hours, ease of access will be increased but will require a '24 hour' transport strategy/plan

Transport Opportunities

M60 Orbital Bus service

Transport for Greater Manchester is exploring options for an orbital bus service routed along the M60. The purpose of the service would be to better link residents of the major towns of Greater Manchester to key employment sites such as Manchester Airport.

Extension of Transport for Greater Manchester Local Link

The Wythenshawe Local Link was launched in May 2013 providing a service for local at Manchester Enterprise Zone – 24 hours a day, seven days a week. Local Link is a door-to-door flexible transport service that will pick you up and take you where you want to go. The services can be used by anyone and are available in defined areas. Journeys are booked at least one hour in advance, but passengers can book all their journeys at the same time, up to a week ahead. Local Link uses minibuses or taxis that are shared with other passengers.

There is an opportunity to extend this model to other communities of high unemployment in Greater Manchester to ensure easy accessibility for those wishing to work at Airport City.

6 Measuring success

6.1 Measurement:

- Number of personnel on site
- Total number of jobs created
- Number of jobs access by GM residents, by postcode/district
- Number of employment weeks provided for the target labour market
- Number of notified vacancies
- Number, type and location of firms invited to tender for the construction work
- Sub-contractors and suppliers awarded work and by location
- Employment and training per £1m of construction spend
- Total expenditure on construction and development
- Additional local taxes and rates generated
- Inward investment/business expansion
- Number of new business formations
- Percentage supply chain and goods procured from Greater Manchester

6.2 Monitoring and Reporting

For delivery of this strategy to be effective, the Skills and Employment Partnership and EZ Board will need to monitor progress closely, to ensure that the labour market benefits of Airport City are being felt across Greater Manchester.

Therefore it is proposed that the performance of the strategy against the list of indicators above should be reported quarterly, with targets developed if monitoring data and remedial action proves ineffective in ensuring that the benefits of Airport City are not being felt across all districts.

Appendix 1 – Transport – Airport and Airport City planned transport Infrastructure and Services

A Sustainable Transport Strategy is being developed for Airport City. This is intended to provide a framework for maximising the opportunity sustainable travel and to ensure that businesses and staff locating in Airport City benefit from excellent access across Greater Manchester and the North West, with attractive links to local and regional labour markets, and with seamless access to Manchester Airport.

The objectives of the Transport Strategy are:

- To secure improvements in infrastructure and services for sustainable travel that support economic growth of the Airport City Enterprise Zone and the accessibility of Airport City Manchester and the World Logistics Hub.
- To deliver a comprehensive package of behavioural change measures and initiatives that assist and incentivise people working at Airport City in making sustainable travel choices.
- To maximise opportunities for sustainable travel to the Airport City site from the Greater Manchester conurbation and the wider commuter area
- To maximise linkages to the wider Enterprise Zone, and develop collaborative working relations with the key Enterprise Zone organisations
- To work in partnership with Transport for Greater Manchester, Manchester City Council and other local authorities and transport bodies to deliver the Transport Strategy

The Transport Strategy will help deliver wider policy objectives for the Airport, Manchester and Greater Manchester. To ensure that that the transport network supports the Greater Manchester economy to improve the life-chances of residents and the success of business, reducing carbon emissions from transport, and helping the transport system to facilitate active and healthy lifestyles

- Metrolink is due to open, running from the City Centre extending beyond Didsbury to the Airport. In the longer term there is the potential for a western extension from the Airport to Wythenshawe Hospital
- The Airport has a 24hr Rail Station with connections to Manchester Piccadilly and across the north of England. A 4th rail platform is planned at the Airport station along with infrastructure improvements in Manchester (Northern Hub)
- The Station at the Airport is well served by a network of local bus and coach services. The bus services cover a wide area of South Manchester including 24hr connections to the City Centre. Wythenshawe Local Link also connects to the Airport
- A Station for High Speed Rail is planned for the Airport and could be open in 2032-33

Influencing travel behaviour:

- Airport City will provide car parking spaces as part of the development and there is a need to maximise sustainable travel and to manage residual parking
- Airport City will have its own Travel Plan to promote and encourage travel by public transport and to also promote cycling and walking
- The Airport provides facilities for cyclists. These will be extended to Airport City. Airport City is part of the Velocity 2025 project to promote cycling across Greater Manchester
- Centralised travel information and ticketing is being developed for Greater Manchester as part of the 'Get Me There' initiative. This will be implemented at The Station and in Airport City
- There will also be engagement with local training and recruitment partners to provide travel information and support