



Economy Scrutiny Committee

Date: Thursday, 18 July 2019

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

There will be a private meeting for Members only at 9.30am in Committee Room 6 (Room 2006), 2nd Floor of Town Hall Extension

Access to the Council Antechamber

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

Filming and broadcast of the meeting

Meetings of the Economy Scrutiny Committee are 'webcast'. These meetings are filmed and broadcast live on the Internet. If you attend this meeting you should be aware that you might be filmed and included in that transmission.

Membership of the Economy Scrutiny Committee

Councillors - H Priest (Chair), Abdullatif, Douglas, Green, Hacking, Hitchen, Johns, Noor, Raikes, Shilton Godwin, K Simcock and Stanton

Agenda

1. Urgent Business

To consider any items which the Chair has agreed to have submitted as urgent.

2. Appeals

To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.

3. Interests

To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.

4. Minutes

To approve as a correct record the minutes of the meeting held on 20 June 2019.

5 - 10

5. [10:05 – 10:35] Eastlands Regeneration Framework update

Report to follow.

6. [10:35 – 11:05] Progress update on the Manchester Local Industrial Strategy

Report of the Chief Executive attached

11 - 56

This report provides an update on the draft *Developing a More Inclusive Economy – Our Manchester Industrial Strategy*. An initial draft of the Strategy is appended to this report, along with the draft delivery plan and the methodology and findings of the wide-ranging engagement exercise undertaken to inform the development of the Strategy.

7. Delivering the Our Manchester Strategy

7a. [11:05 – 11:20] Delivering the Our Manchester Strategy - Leader of the Council's portfolio

Report of the Leader of the Council

57 - 60

This reports provide an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio

of the Leader of the Council.

- 7b. [11:20 – 11:35] Delivering the Our Manchester Strategy - Executive Member for Housing and Regeneration's portfolio** 61 - 70
Report of the Executive Member for Housing and Regeneration

This reports provide an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio of the Executive Member for Housing and Regeneration.

- 8. [11:35 – 11:45] Review of Post-18 Education and Funding (Augar Review)**
Report to follow.

- 9. [11:45 – 11:55] Overview Report** 71 - 88
Report of the Governance and Scrutiny Support Unit

This report provides the Committee with details of key decisions that fall within the Committee's remit and an update on actions resulting from the Committee's recommendations. The report also includes the Committee's work programme, which the Committee is asked to amend as appropriate and agree.

Information about the Committee

Scrutiny Committees represent the interests of local people about important issues that affect them. They look at how the decisions, policies and services of the Council and other key public agencies impact on the city and its residents. Scrutiny Committees do not take decisions but can make recommendations to decision-makers about how they are delivering the Manchester Strategy, an agreed vision for a better Manchester that is shared by public agencies across the city.

The Economy Scrutiny Committee has responsibility for looking at how the city's economy is growing and how Manchester people are benefiting from the growth.

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. If you have a special interest in an item on the agenda and want to speak, tell the Committee Officer, who will pass on your request to the Chair. Groups of people will usually be asked to nominate a spokesperson. The Council wants its meetings to be as open as possible but occasionally there will be some confidential business. Brief reasons for confidentiality will be shown on the agenda sheet.

The Council welcomes the filming, recording, public broadcast and use of social media to report on the Committee's meetings by members of the public.

Agenda, reports and minutes of all Council Committees can be found on the Council's website www.manchester.gov.uk.

Smoking is not allowed in Council buildings.

Joanne Roney OBE
Chief Executive
Level 3, Town Hall Extension,
Albert Square,
Manchester, M60 2LA

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

Michael Williamson
Tel: 0161 234 3071
Email: m.williamson@manchester.gov.uk

This agenda was issued on **Wednesday, 10 July 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

Economy Scrutiny Committee

Minutes of the meeting held on Thursday, 20 June 2019

Present:

Councillor H Priest (Chair) – in the Chair
Councillors Abdullatif, Green, Hitchen, Johns, Noor, Raikes, Shilton Godwin,
K Simcock and Stanton

Also present:

Councillor Leese, Leader
Councillor Richards, Executive Member for Housing and Regeneration

Apologies: Councillor Douglas and Hacking

ESC/19/23 Minutes

Decision

The minutes of the meeting held on 6 March 2019 were agreed as a correct record.

ESC/19/24 Minutes of the District Centres Sub Group

Decision

The Committee notes the minutes of the District Centres Sub Group held on 6 March 2019.

ESC/19/25 Overview of the economic characteristics of Manchester's population aged 50-64 and the implications for their economic participation

The Committee considered a report of the Age Friendly Manchester Lead, which provided an analysis of the economic characteristics of Manchester's 50-64 year old population, highlighting some of the significant health challenges for this group, new approaches which needed developing to respond to the challenge to support people to be able to remain in work for longer, address the significant health challenges people faced and create new opportunities for the most marginalised.

The report was complemented by a presentation from the Directorate Lead - Corporate Intelligence, who referred to the main points and themes, which included:-

- There were approximately 73,000 Manchester residents who were in the 50-64 year age group and this cohort was increasing with an expectant figure of 86,500 by 2028;
- Three quarters of this population were likely to have incomes of below the Manchester average of £29,000, with 40% below £15,000;
- The areas of the city in which these people lived correlated with those areas of highest health and income deprivation;

- Evidence showed that high deprivation correlated to high wider determinants of health such as smoking, alcohol and poor diets;
- Low wealth was also linked to depression in this age group;
- The average healthy life expectancy in Manchester was 56 years old, compared to the UK averages of 63 years old for men and 64 years old for women;
- Half of residents aged 50-64 registered with a Manchester GP had one or more diagnosed long term health conditions (e.g. smoking, hypertension, obesity);
- Premature death in 50-69 year olds was high, most commonly from heart disease and lung cancer and Manchester had the highest rate of preventable deaths and second highest rate of premature deaths (less than 75 years old);
- Social isolation and loneliness were linked to mortality, increased risk of heart disease, stroke, depression and cognitive decline in older people, particularly men and a challenging budget environment had reduced the range of social activities available to older people at a neighbourhood level and in turn access to the support available to them;
- 37% (26,689) of 50-64 year old Manchester residents were receiving some form of benefit payment, compared to the national average of 19%
- 13,840 (80%) of out of work benefit claims were for ill health, with 77% of these being ESA claimants in a 'Support Group' so were not required to undertake interviews or work-related activity;
- 9 out of 10 out of work benefit claimants had been receiving benefits for over a year and 4 in 10 ESA claimants had been claiming for at least five years; and
- A high proportion were not skilled in today's industries and it was anticipated that the impact of changing industries on the 50-64 year old population would last until at least 2030.

Some of the key points that arose from the Committees discussions were:-

- There needed to be an acknowledgement of the potential counter productivity of encouraging/supporting people back into employment who were not physically or mentally ready to return to work;
- How many residents were subject to an Adult Social Care package of support and what was the cost of this;
- In terms of apprenticeships, was there any different funding available for the 50-64 age group compared to the younger population more often associated with apprenticeship positions;
- Was there any positive examples from other core cities were these issues had been addressed with some success;
- Had there been any opportunity to feed into the Greater Manchester Mayors Good Employer Charter to try and address the problems faced by this age group;
- Concern was raised as to the scale of the challenge that the city faced and the level of investment that would be need to truly address the problems that existed;
- Was any work being undertake to try and improve the average healthy life expectancy;
- Concern was raised that BAME residents often faced higher levels of discrimination and additional challenges which compounded the problems that already existed; and

- Had any consideration been given as to what the next industry would be that would face a decline and how would people in this industry be supported.

The Leader noted the point made about counter productivity of encouraging/supporting people back into employment who were not physically or mentally ready but stated that there was a lot of people within the 50-64 age range that suffered from depression through being out of work and it had been shown that being in work was a positive factor to a person's wellbeing.

The Directorate Lead - Corporate Intelligence advised that she would obtain the information on the number of Manchester residents who were subject to an Adult Social Care package and the associated costs and provide this to Committee Members.

The Age Friendly Manchester Lead reported that there was no alternative or additional apprenticeship budget for 50-64 population. He commented that there was a need to do more work to encourage businesses and employers to repackage and promote apprenticeship opportunities for all age groups, so that they were not perceived as only available or suitable for a younger cohort.

The Leader advised that an aspect of the Greater Manchester Industrial Strategy would be to address the problems faced by the 50 to 64 year old population in gaining meaningful employment. In terms of the Greater Manchester Mayor's Good Employer Charter he reported that this was now moving to an implementation phase which would include 20 voluntary companies working through the seven areas of what attributed to being a good employer identify measures that employers could be measured against. One of these would likely be the work offer to this population of Manchester residents. The Age Friendly Manchester Lead added that there had been limited examples of good practice in principle identified and gave examples of initiatives in Korea and Germany.

It was acknowledged that the level of investment required to address the challenges faced by those aged 50-64 was significant. The Council had been successful in securing funding from the Greater Manchester Transformational fund to try and tackle the issues and had also committed to using its resources in a different way through public service reform in order to deliver services at a local neighbourhood level. The Committee was advised that the Manchester Local Care Organisation (MLCO) was now looking to bring together multiple strategies to focus and tackle the challenges at a neighbourhood level. It was also suggested that a similar strategy to NEETS, but geared towards the needs of those aged 50-64, was required.

In relation to by BAME residents within the age range, it was reported that there was a lack of data available to determine whether BAME residents were being subjected to additional challenges, and if so by which employers. Furthermore, the Leader advised that LGA research had indicated that there was likely to be a shortage in skilled workers in the future.

Decision

The Committee:-

- (1) Notes the report;
- (2) Requests that the number of Manchester residents who are subject to an Adult Social Care package and the associated costs is provided to Committee Members; and
- (3) Request that Committee Members are informed of any future planned engagement/workshop activities and are updated on the proposals that came from the workshop as these are developed and worked up further.

ESC/19/26 Greater Manchester Industrial Strategy and Independent Prosperity Review update

The Committee considered a report of the Strategic Director (Development), which provided an update on the development of the Greater Manchester Local Industrial Strategy and the outcome of the Independent Prosperity Review (IPR).

The Assistant Director – Research and Strategy, Greater Manchester Combined Authority (GMCA) referred to the main points and themes in the report, which included:-

- The Greater Manchester Local Industrial Strategy was formally launched with Her Majesty's Government on Thursday 13 June 2019;
- It considered Greater Manchester's strengths (Health Innovation, Advanced Materials, Digital, Creative and Media and Clean Growth) and also suggested how the city region should strengthen its position on the five foundations of productivity (Ideas, People, Infrastructure, Business Environment and Places);
- It also set out Greater Manchester's long-term aspirations and the specific outcomes local partners were aiming to achieve;
- The IPR provided a clear set of priorities where evidence suggested there was potential for policy to have the greatest impact on the productivity of the city region and the lives of the people who lived in it;
- The Greater Manchester Local Industrial Strategy considered the IPR's findings and aimed to address them in its shared priorities between local leaders, Government and local stakeholders; and
- Where relevant to Manchester, this evidence base would also be considered during the development of the Manchester Local Industrial Strategy.

Some of the key points that arose from the Committees discussions were:-

- The development and implementation of the Manchester Industrial Strategy will require a number of Manchester resources. How would the strategies work together and what role would Manchester have in scrutinising the delivery of the strategies;
- Where would the necessary investment to deliver the ambitions within the strategy come from;
- Why did the strategy not make any reference to the work opportunities that will arise from the construction industry;
- How was it envisaged that the strategy would change things in practice;
- What consideration would the GM Industrial strategy and the Manchester Industrial Strategy give towards the development of residents skills, the

introduction of T-Levels, the work being done around STEM learning and the inclusion of the over 50 population;

- What would be the output of the proposed joint project with the City of London in reviewing the city region's venture capital funding landscape;
- It was questioned how successful 'horizontal' economic policies that cut across sector boundaries, creating an environment for businesses to thrive would actually be;
- What consideration was being given to supporting start-up businesses; and
- It was questioned as to how much the government had 'bought into' the findings of the IPR.

The Assistant Director advised that the development of the implementation plan for the GM Industrial Strategy and the Manchester Industrial Strategy would be undertaken at the same time, with the implementation plan focusing on the areas where government had committed to investing. The Leader added that it was likely that there would not be a vast amount of difference to how the Council was currently operating once both strategies were in their implementation phases. He commented that the Council would continue in the direction of inclusive growth and developing its education and skills offer for Manchester residents. It was also reported that the Strategy did not attempt to cover every employment sector, but rather concentrated on the foundational economy of the region.

The Committee was advised that Greater Manchester had informed government that with the launch of the strategy, a nine month review of the skills system would commence, which would incorporate future requirements, including the provision of T-levels and STEM learning. In terms of the joint project with the City of London, it was reported that this was being scoped at present to identify and agree appropriate terms of reference and key lines of enquiry.

In relation to support for start-up businesses, it was reported that Greater Manchester had established a programme of support which was delivered and managed through the Manchester Growth Company. Furthermore the Assistant Director advised that the buy in to the findings of the IPR varied across government departments, however, he did highlight that HM Treasury was very much on board with the findings and proposals.

Decision

The Committee:-

- (1) Welcomes the Greater Manchester Industrial Strategy; and
- (2) Agrees to receive a draft of Manchester's Local Industrial Strategy at its next meeting in July 2019.

ESC/19/27 Re-establishment of the District Centres Sub Group

The Committee considered a report of the Governance and Scrutiny Support Unit that provided Members with the current terms of reference and work programme of the District Centres Sub Group. The Committee was invited to re-establish the group and agree the membership, terms of reference and work programme.

The Chair of the Sub Group informed the Committee that there had been a slight revision to key line of enquiry No.4 and that the Sub Group would look to present its findings back to this Committee in January 2020.

Decision

The Committee:-

- (1) Agrees the Terms of Reference of the Sub Group, including the revision to key line of enquiry No.4;
- (2) Notes the Sub Group's work programme for future meetings;
- (3) Agrees that the membership of the Sub Group for 2019/20 be Councillors Hughes, Karney, Kirkpatrick, Madeline Monaghan, Shilton Godwin and White; and
- (4) Agrees that Councillor Shilton Godwin is appointed as Chair of the Subgroup;

ESC/19/28 Overview Report

The report of the Governance and Scrutiny Support Unit which contained key decisions within the Committee's remit and responses to previous recommendations was submitted for comment. Members were also invited to agree the Committee's future work programme.

Decision

The Committee notes the report and approve the work programme.

**Manchester City Council
Report for Resolution**

Report to: Economy Scrutiny Committee – 18 July 2019

Subject: Developing a More Inclusive Economy – Our Manchester Industrial Strategy

Report of: The Chief Executive

Summary

The report provides an update on the draft *Developing a More Inclusive Economy – Our Manchester Industrial Strategy*. An initial draft of the Strategy is appended to this report, along with the draft delivery plan and the methodology and findings of the wide-ranging engagement exercise undertaken to inform the development of the Strategy.

Developing a More Inclusive Economy – Our Manchester Industrial Strategy will support the delivery of the *Our Manchester Strategy 2015 – 2025* and the *Greater Manchester Local Industrial Strategy* by setting out a number of priorities which will deliver a more inclusive city.

Recommendations

The Committee are asked to:

- 1) consider the draft *Developing a More Inclusive Economy – Our Manchester Industrial Strategy* and provide comments to inform the final version; and
 - 2) subject to the Committee's comments, agree that the final version of *Developing a More Inclusive Economy – Our Manchester Industrial Strategy* be taken for consideration by the Executive in autumn 2019.
-

Wards Affected: All

Alignment to the Our Manchester Strategy Outcomes (if applicable)

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The Strategy focuses on creating a more inclusive and sustainable economy with greater opportunities for residents to access better quality jobs.

A highly skilled city: world class and home grown talent sustaining the city's economic success	The development of the Strategy has included extensive engagement with businesses in the city to better understand their current and future skill requirements.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The Strategy will ensure the delivery of more inclusive growth in the city region, which will benefit a broader proportion of Manchester residents.
A liveable and low carbon city: a destination of choice to live, visit, work	The Strategy will ensure growth whilst supporting our zero carbon 2038 aims.
A connected city: world class infrastructure and connectivity to drive growth	The Strategy includes recommendations on the digital and transport infrastructure, which is required to deliver a more inclusive city.

Contact Officers:

Name: David Houliston

Position: Strategic Lead - Policy & Partnerships, Manchester City Council

Telephone: 0161 234 1541

Email: d.houliston@manchester.gov.uk

Name: Elizabeth Mitchell

Position: Principal Policy Officer, Manchester City Council

Telephone: 0161 234 1325

Email: e.mitchell1@manchester.gov.uk

Background documents (available for public inspection):

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

Greater Manchester Local Industrial Strategy, Economy Scrutiny Committee (June 2019)

Manchester and Greater Manchester Local Industrial Strategies, Economy Scrutiny Committee (October 2018)

Greater Manchester Local Industrial Strategy, Her Majesty's Government and the Greater Manchester Combined Authority (June 2019)

Reviewers' Report, Greater Manchester Independent Prosperity Review (February 2019)

Background reports, Greater Manchester Prosperity Review; accessible via <https://www.greatermanchester-ca.gov.uk/what-we-do/economy/greater-manchester-independent-prosperity-review/>

Working to Deliver Inclusive Growth in Manchester, Economy Scrutiny Committee (July 2017)

Patterns of Poverty in Greater Manchester's Neighbourhoods, Inclusive Growth Analysis Unit (May 2017)

Inclusive Growth Commission: Making our Economy Work for Everyone, Inclusive Growth Commission, RSA (March 2017)

1.0 Introduction

- 1.1 The Committee received a report in October 2018 titled *Manchester and Greater Manchester Local Industrial Strategies*. This report set out an update on the development of the Manchester Local Industrial Strategy, including a proposed engagement approach with a wide audience to gather qualitative data to support its development. The Committee supported the proposed engagement approach, stressed the need for creating inclusive growth to be central to this work, and highlighted a number of topics that should be addressed in the final document.
- 1.2 The Committee received a further report in June 2019 titled *Greater Manchester Local Industrial Strategy*. This report contained information on the publication of the *Greater Manchester Local Industrial Strategy* and the evidence base underpinning it, alongside an update on the development of the Manchester Local Industrial Strategy.
- 1.3 Following agreement by the Committee in June 2019, this report contains an update on the development of the Manchester Local Industrial Strategy, including an initial draft of *Developing a More Inclusive Economy – Our Manchester Industrial Strategy*.

2.0 Developing a More Inclusive Economy – Our Manchester Industrial Strategy

- 2.1 *Developing a More Inclusive Economy – Our Manchester Industrial Strategy* sets out Manchester's vision for developing a more inclusive economy that all residents can participate in and benefit from, which will support the delivery of the *Our Manchester Strategy 2015 – 2025*. The Strategy aligns to Greater Manchester's objectives – particularly the *Greater Manchester Local Industrial Strategy* - but specifically set out Manchester's unique position as the conurbation core, and our responsibility to promote and drive inclusive growth within our economy, which is essential to achieving the wider city region's economic aims.
- 2.2 The Strategy considers Manchester's successes and challenges, and focuses on three pillars – People, Place and Prosperity. Each of the pillars contains a number of themes to be prioritised to promote economic and social justice in Manchester. The Strategy also contains a number of case studies to highlight positive work that is already underway in the city which should be built on.
- 2.3 A draft of *Developing a More Inclusive Economy – Our Manchester Industrial Strategy* is attached for the Committee's consideration. The Committee are asked to consider the draft document and provide comments to inform the final version. The final version of the Strategy will be formatted by the Communications team into an accessible and visually appealing format.
- 2.4 To implement the vision of the Strategy, a delivery plan containing a small number of evidence-based initiatives to make Manchester's economy more inclusive has been developed. These initiatives are in addition to existing work

programme and will add value. A draft of the delivery plan is appended in Appendix 1; the Committee are invited to comment on the draft to shape the final version.

- 2.5 A wide ranging engagement exercise was undertaken in winter 2018 / 2019 to inform the development of the Strategy. Alongside this, a literature review and analysis of quantitative data was also undertaken. The methodology and findings of this work is included in Appendix 2 for the Committee's consideration.

3.0 Next Steps

- 3.1 The draft Strategy, including the draft delivery plan, will be revised following comments from the Committee. It is recommended that the final version of the Strategy is brought to the Executive for consideration in autumn 2019.
- 3.2 Work will also be undertaken with Greater Manchester colleagues on the development of an implementation plan for the *Greater Manchester Local Industrial Strategy*. This will set out clear milestones, deliverables and timings for the actions set out in the Strategy. An annual review of progress will be produced which will be reviewed at a meeting of a government and Greater Manchester Implementation Board, which will be made up of senior officials from across government and Greater Manchester.

4.0 Recommendations

- 4.1 The Committee are invited to consider the draft *Developing a More Inclusive Economy – Our Manchester Industrial Strategy*, and the appended draft delivery plan. The Committee are asked for their comments on these drafts to shape the final version of the Strategy.
- 4.2 Subject to the Committee's comments being addressed, the Committee are asked to agree that a final version of the Strategy be brought to the Executive for consideration in autumn 2019.

This page is intentionally left blank

DEVELOPING A MORE INCLUSIVE ECONOMY – OUR MANCHESTER INDUSTRIAL STRATEGY

1. Introduction

Developing a More Inclusive Economy – Our Manchester Industrial Strategy sets out Manchester's vision and delivery plan for developing a more inclusive economy. By focusing on our people, our place and our prosperity, this Strategy will ensure that all of our residents can participate in and benefit from Manchester's economic growth.

This Strategy sets out actions that will help to deliver the objectives of the *Our Manchester Strategy 2016 – 2025*, the overarching ten year ambition for the city to be in the top flight of world-class cities by 2025. Becoming a world-class city by 2025 means developing a truly liveable city where all of the city's residents are able to prosper economically whilst living in high quality residential neighbourhoods with first class transport infrastructure that connects the city's economy to the rest of the region. Continuing to attract talent and investment in a competitive global economy increasingly requires cities to demonstrate that they are economically strong, but also driven by a strong set of values, such as caring for their people and the environment. Manchester is already known for being a 'city of firsts', with a long history of innovation and progressive economic and social policies. Continuing this tradition will be crucial if the city is to achieve the collective ambitions contained within the *Our Manchester Strategy 2016 - 2025*.

Developing a More Inclusive Economy – Our Manchester Industrial Strategy is complementary to the *Greater Manchester Local Industrial Strategy*. A jointly agreed document between the Greater Manchester Combined Authority and Her Majesty's Government, the *Greater Manchester Local Industrial Strategy* sets out a joint plan to raise productivity and earnings across the whole of Greater Manchester by capitalising on the region's unique assets and opportunities. This Strategy aligns to Greater Manchester's objectives but specifically sets out Manchester's contribution to delivering growth from our unique position as the conurbation core. As well as being necessary for Manchester to flourish, driving inclusive growth within our economy is essential to the wider city region achieving its economic aims.

The refresh of Manchester's *Local Plan* is currently in progress and, in conjunction with the *Greater Manchester Spatial Framework*, will set out Manchester's future strategy in relation to spatial development. *Developing a More Inclusive Economy – Our Manchester Industrial Strategy* will inform the development of the *Local Plan* and collectively they will ensure that future development will support our growing population and protect our environment, whilst simultaneously maximising our residents' economic opportunities from these developments.

The current *Work and Skill Strategy* for the city has a strong focus on economic inclusion and creating a more demand-led skills system. The Strategy is due to be refreshed in 2020 and this refresh will directly respond to *Developing a More Inclusive Economy – Our Manchester Industrial Strategy* by setting out the specific

activity required to ensure our residents are equipped with the essential educational, vocational and life skills required to succeed in our city's evolving economy.

2. Manchester's successes and challenges

Manchester's City Centre

The city centre continues to be the engine of Manchester's growth. As noted in the Greater Manchester Independent Prosperity Review's *Reviewers Report*, one in five jobs in Greater Manchester are now located in the city centre, with there being 60% more jobs in the city centre than in all other major employment locations within the city region. The population of the city centre has increased dramatically, growing by 120% between 2001 and 2011, compared to 8.1% across Greater Manchester as a whole. Now home to over 50,000 residents, the population is younger and more diverse than the rest of the region. A pipeline of planned residential developments mean that the population is expected to reach 100,000 by 2026.

As well as being the economic driver of the city region, the city centre also has a vital role to play in the rebalancing of the national economy. Sustaining the growth of the city centre will ensure that the Manchester can continue to compete as a viable alternative to London and the South East, increasing the productivity of the UK and increasing its global profile.

To ensure the continued population and economic growth of the city centre, significant public and private investment is required into a number of strategic infrastructure and development projects. The *City Centre Strategic Plan* is currently being refreshed to capture these projects and the opportunities they present to the city. A refreshed *City Centre Transport Strategy* is also in preparation to ensure the connectivity of development.

Manchester's transformation over the past 20 years has been immense and the city is held up as one of the best examples of a revived and thriving post-industrial city. We are now recognised as a leading global city, with many strong assets and a significant international profile. The city's economic performance continues to exceed both regional and national figures. This economic growth has been reflected in a rise in total employment in the city, increasing from 332,700 in 2006 to 392,000 in 2017¹. The economy is more diverse and resilient, with the city's fastest-growing sectors including Business, Financial and Professional Services, and Cultural, Creative and Digital². The Construction sector and its supply chain continue to grow as the city undertakes major regeneration projects. The services sector now creates the majority of employment opportunities in the city, but the quality and pay of roles varies significantly between sectors and occupations. The industries currently employing the largest number of Manchester residents are: Public Administration, Education and Health; Distribution, Hotels and Restaurants (which includes Retail);

¹ ONS Business Register and Employment Survey, 2017

² Greater Manchester Forecasting Model, 2018

and Banking, Finance and Insurance³. Some of the city's old industrial strengths are still present today - Manchester has a strong engineering sector and a growing textiles industry.

Sector Strengths

The *Greater Manchester Local Industrial Strategy* identifies the following areas as unique sector strengths and assets of the city region that, if capitalised on, will drive growth and productivity:

- Health innovation - global leadership on health and care innovation, extending healthy lives
- Advanced materials and manufacturing - a world-leading city region for advanced materials, and a Made Smarter ecosystem
- Digital, creative and media - a leading European digital city-region
- Clean growth - carbon neutral living in the city region by 2038

As the main economic driver at the heart of the conurbation, these sector strengths have been driven in Manchester. We're home to Health Innovation Manchester, which is at the forefront of linking academic research and frontline delivery to improve the health of our residents. Advanced materials research is underway along the Oxford Road Corridor in the National Graphene Institute and Graphene Engineering Innovation Centre, and will continue with the Henry Royce Institute currently under construction and development plans for the ID Manchester district. Manchester City Council have supported the Sharp Project and Space Studios in East Manchester to help solidify our offer to creative businesses. Technology firms now have the greatest space take up in the city centre, with Manchester having the largest tech sector in the UK outside of London. We have also worked with the Tyndall Centre at the University of Manchester to develop our science based target to be zero carbon by 2038.

The city has a significant role to play in building on these strengths and continuing to develop our assets to drive Manchester's economy and ensure the city region achieves the aims of the *Greater Manchester Local Industrial Strategy*.

Other prominent sectors in Manchester include business, financial and professional services; construction; and health and social care. We need to ensure that our residents are equipped with the skills to access the jobs that will be created in these sectors to ensure they achieve their predicted growth outcomes. We must also ensure that these jobs are of a good quality, with career progression and that they pay the real Living Wage.

Manchester Airport is the gateway to the North of the United Kingdom and the adjacent development of Airport City is creating thousands of new employment opportunities in the south of the city. Recognised globally, Manchester continues to attract significant foreign direct investment. Major regeneration programmes have helped to transform many areas of the city, including the city centre, Ancoats and East Manchester. The investment in the Metrolink network, bus lanes and cycling has helped to increase capacity of the transport network and enabled the growth of

³ ONS Annual Population Survey, 2018

the city centre, whilst simultaneously reducing the number of car journeys into the city centre. The vibrant cultural and night time economy of the city has attracted businesses, investment and young professionals to the city, who are driving residential growth in the conurbation core.

Manchester Airport and Airport City Manchester

Manchester Airport is the third busiest airport in the UK and is the primary gateway for the North. Serving over 200 destinations worldwide and with long haul routes to North America, the Middle East, Asia and Oceania, over 28 million passengers used the Airport in 2018. The current £1 billion transformation programme of investment and improvements will allow the Airport to support 50 million passengers by 2030. The Airport is key to Manchester being the 3rd most visited UK city by international visitors, with the city welcoming 1.32 million visitors in 2017. It also makes a major contribution to Manchester's tourism industry, which generated £4.51 billion in 2017 - a 3% increase on 2016.

Airport City Manchester is a £1 billion development value joint venture project with Beijing Construction Engineering Group. With capacity to create up to 8,000 jobs, this significant 5 million sq ft development will be a hub for logistics and advanced manufacturing, alongside offices, hotels and retail amenities. The development's proximity to Manchester Airport, the M56 and M60, regional and national railway lines (with a High Speed Rail station planned for the future) gives it unrivalled connectivity; this will enable it to become a truly global destination.

Manchester is the first city in the UK to adopt a science-based carbon budget. It has identified 2038 as the year that Manchester needs to become a net zero carbon city if it is to play its full part in meeting the objectives of the intergovernmental Paris Climate Accord. A full action plan to meet this aim is being developed by March 2020. Delivery of this ambitious target will require increased investment in low carbon energy, higher energy efficiency standards for new residential and commercial developments, a major retrofit programme and investment in low carbon transport. This represents a major opportunity to both establish Manchester as a centre for Green Technology and Services, and to work with local skills providers to ensure that the city's residents are given the best possible opportunities to access these new exciting careers.

The city is also becoming a major international player within innovative healthcare and life sciences. Health Innovation Manchester was formed in October 2017 to capitalise on the opportunities presented by the £6 billion devolution of Health and Social Care to Greater Manchester. It has a pivotal role in bringing forward a constant flow of targeted innovations to deliver innovation into frontline care at pace and scale. It has also supported a number of businesses to locate and expand within the city, including Qiagen, who are moving to Citylabs 2.0.

Although Manchester's economy is stronger and more resilient than in the past, significant challenges do still need to be overcome. The analysis in Appendix 2 demonstrates that Manchester's residents are underrepresented in higher paid sectors and occupations and overrepresented in lower paid ones, which leads to a significant gap between resident and workplace wages.

Gross value added (GVA) is still used as a comparative measure of economic performance. Analysis of recent data demonstrates that Manchester's economy has continued to grow and GVA per head of resident population was £36,136 in 2017, compared to £27,555 for the UK as a whole⁴. However, despite high levels of GVA, Manchester also has the highest concentration of highly deprived neighbourhoods in the region⁵. Health outcomes are a significant issue with the highest rates per 100,000 of premature deaths from cardiovascular disease, cancer and respiratory disease in England⁶. Skill levels are generally better in younger age groups, with the largest proportion of people with low or no skills in the 50+ age category.

To address these challenges, it is essential that the next stage of Manchester's journey focuses on **boosting the city's productivity alongside creating a more inclusive economy** – an economy that all of our residents can participate in and benefit from. *Developing a more inclusive economy – Our Manchester Industrial Strategy* aims to do just that. It sets out how we will continue to build on the city's strengths to increase productivity, support organisations to create better quality employment opportunities and intervene where necessary to create a more inclusive economy in Manchester. It also aims to ensure that Manchester's economy is resilient to future economic shocks, which is particularly pertinent with the uncertainty surrounding the United Kingdom's planned exit from the European Union. A suite of indicators that go beyond traditional income metrics (such as GVA) will be developed to measure the extent of Manchester's economic inclusivity.

3. Developing the Our Manchester Industrial Strategy

Using the Our Manchester approach, a wide-ranging engagement exercise was undertaken in autumn 2018 to inform the development of *Developing a More Inclusive Economy – Our Manchester Industrial Strategy*. Activity was carried out right across Manchester's neighbourhoods with a range of residents, businesses and organisations. Over 1,000 interactions took place, including face-to-face conversations, online surveys and workshops. To complement the large volume of qualitative information garnered from the engagement exercise, analysis of a range of quantitative data was undertaken, alongside a literature review.

The activity showed overwhelmingly positive feelings about Manchester. People are proud of Manchester, feeling that the city has strong potential, and enjoy its social and cultural amenities. Most residents feel as though there are opportunities for them in Manchester. Our young people have amazing ambition and a good understanding of the jobs that are available in Manchester. Businesses and organisations recognise the role they need to play in the city, with many already taking positive steps around flexible working and corporate social responsibility programmes.

However, the activity also highlighted some challenges that Manchester faces. Whilst generally very optimistic, there was a spatial divide in responses from residents, with those living in the North and East of the city feeling less connected to Manchester's opportunities than those in the South. Some of our older working age

⁴ ONS Regional Gross Value Added, 2018

⁵ RSA Inclusive Growth Commission – Making Our Economy Work for Everyone, 2017

⁶ Public Health England / ONS – 2014-2016 3 Year Average

residents struggle to find and stay in work. Whilst many of our young people know what career they would like to do, some are unsure of how best to achieve their potential. As well as looking to the Council and other public sector partners for strategic leadership, businesses and organisations also want specific initiatives to support their ambitions.

A number of overarching themes emerged from this activity:

- **Transport** - the current system is perceived negatively, despite the investment in Metrolink. Businesses and organisations feel that transport issues are becoming a serious impediment to their day-to-day operations. Specific issues were raised in the North of the city in relation to the cost and quality of bus services, and shift workers in particular feel that public transport does not support them to access employment.
- **Skills and talent** - businesses and organisations need access to a strong talent pool, especially in relation to specialist digital skills. Barriers to accessing employment opportunities for older residents were identified.
- **Digital** - an extremely important issue for businesses from all sectors, with specific references to the need for improved digital infrastructure. Better collaboration and networking were identified as priorities by digital businesses.
- **Affordability** - affordability of business premises was identified as a major issue, with concerns over the rising costs of rent, business rates and energy. Residents referenced the need for more affordable housing, rents and transport.
- **Environment** - there was strong support from businesses and organisations for the city's "Zero Carbon 2038" ambitions but they want the public sector to provide leadership on this agenda. Businesses made it clear that the quality of public realm within the city centre and district centres, the overall cleanliness of the city, homelessness and the perceived lack of green spaces impact on their ability to attract investment and broader economic growth.

A more detailed overview of the methodology used to develop the Strategy, and the findings from our consultation and literature review, can be found in Appendix 2.

4. Delivering a more inclusive economy for Manchester

Developing a More Inclusive Economy – Our Manchester Industrial Strategy aims to promote economic and social justice in Manchester to ensure that all of our residents can participate in and benefit from the city’s economic growth. To achieve this, there are three main themes that require focus – **people**, **place** and **prosperity**. These themes form the three pillars of this Strategy but do not operate in isolation from each other. Only by investing in all three will the desired outcome of a more inclusive economy for Manchester’s residents and workers be realised.

Figure 1: Three Pillars of the Our Manchester Industrial Strategy

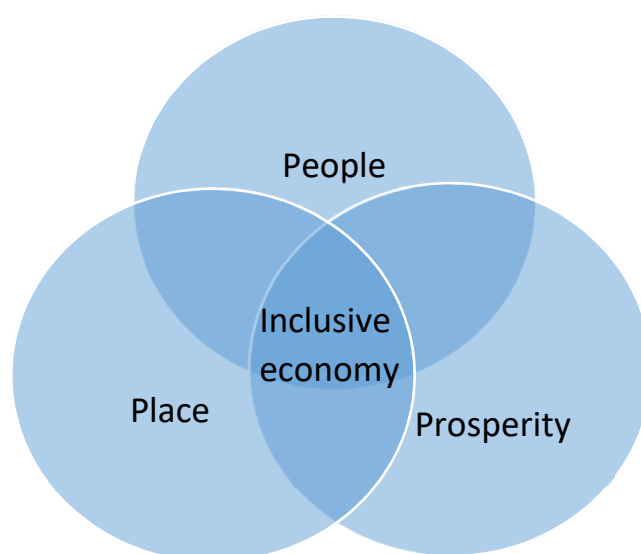


Table 1: Summary of the Three Pillars

People	Place	Prosperity
Equip residents and workers with the qualifications and softer skills that will enable them to access more opportunities. Interventions and programmes should prepare them for work and connect them with better quality work, including more initiatives which feature social value.	Ensure sustainable growth is achieved in key assets including the city centre and around the Airport. Create the conditions that will deliver a more inclusive economy by investing in transport infrastructure, digital infrastructure and the environment. Although the Strategy is a citywide document, it is essential that it is converted into local actions by people with a detailed knowledge and understanding of place.	Create higher quality job opportunities including better pay, working conditions and flexibility, particularly within the foundational economy. Develop evidence based demand-side programmes, such as re-imagining and repurposing buildings, to drive more inclusive economic activity.

A number of interventions or investment programmes are required in each of these three areas to facilitate change and support more inclusive and sustainable growth.

A number of programmes of work are already underway within the city and Greater Manchester which will help to drive economic inclusivity; these programmes are referenced where appropriate. It is clear from the engagement activity that underpins this Strategy that there is strong support for these programmes but that the pace of delivery needs to be increased and additional resources need to be attracted.

The following section sets out the strategic areas of focus within each of the pillars and is based on the evidence summarised in Section 3 and explained further Appendix 2. A detailed action plan is also appended which sets out the specific interventions which have been identified.

Pillar 1 - People

Equipping people with the skills to prosper

“A pipeline of well qualified young people with good digital skills.”

Response to consultation from employer

“We need a well-trained workforce, ideally comprising people from the area.”

Response to consultation from employer

A talent pipeline needs to be developed to enable employers to grow their own talent from within the city to meet their future growth ambitions. We need to ensure that our city’s workforce is resilient with the skills to adapt to the future economy, including the potential changes to the labour market with the increase of automation and artificial intelligence. The growth in sectors such as Green Tech and Services and Construction offers opportunities for the city’s residents to take a high quality vocational route which fully utilises T-Levels, the Apprenticeship Levy and Advanced Learner Loans.

Digital skills are an essential core requirement for most sectors meaning that the city’s residents need to be digitally literate to thrive, especially younger people and over 50s. Businesses have also identified a need for higher level digital skills to mitigate the risk to the future sustainability of their organisation; this is a key factor when deciding whether to remain in the city.

Developing future talent, aspiration and ambition needs to run throughout a person’s life, starting at Early Years, then school, further and higher education, and learning throughout adulthood. There is a need to build on the work of Curriculum for Life to ensure our young people have the opportunity to be able to develop the softer skills that employers desire. The 2018 CBI / Pearson report noted that *“over half of employers (60%) value broader skills, such as listening and problem-solving, as one of their three most important considerations when recruiting school and college*

*leavers. Furthermore, almost half (45%) of businesses rank readiness for work as the single most important factor”.*⁷

The programme of work that is required for Manchester to meet its 2038 zero carbon target is vast and will create jobs in several skilled areas, such as retrofitting, construction, energy generation and the circular economy. To support the delivery of this agenda, it will be essential for the local skills system to proactively respond to future demand. Industry and skills providers will need to work together closely to develop academic and vocational programmes which are fit for purpose. Paths for career progression should be built into these emerging opportunities. Further research is needed to establish the short, medium and long term demand for these skills.

Case Study: Cardinal Maritime Group

The Cardinal Maritime Group is a global logistics provider which has its head office firmly rooted in Wythenshawe. Our business is perceived to be one of the leading lights in the logistics sector and is expected to generate revenues of £120m in 2019, up from £97.5m in 2018. We operate across three sites in Wythenshawe and employ 30% of our workforce from within 2 miles of our head-office address. Our business enjoys the very highest levels of staff retention which, we believe, in addition to our strong sense of culture, is directly attributable to our recruitment strategy, which is focused on the local secondary schools and four sixth-form colleges. For the past 5 years, working alongside Businesses Working With Wythenshawe (BW3) and particularly the Manchester Enterprise Academy, Cardinal has recruited a steady-flow of apprentices and is committed to a programme of talent spotting within the region. The CEO, Brian Hay, who himself grew-up in Wythenshawe, is an active member of BW3 and currently sits on the committee. Brian’s time on the committee is focused on improving the lives of local residents, raising aspirations and directly influencing the delivery of vocational training within our schools and colleges.

Connecting people to good employment through social value

“Manchester works really well for some people. If you come from a background where you are educated and have a solid foundation... I think where it’s problematic is for those people who are not from a stable background...they might not have the qualifications or confidence to do things.”

Response to consultation from resident

For Manchester’s economy to become truly inclusive, people from all backgrounds and all areas of the city need to be given the opportunity to share in this economic success. Social value is a powerful tool which should be utilised by all public sector organisations and the private sector better to connect people to opportunities, or

⁷ CBI/Pearson Educating for the modern world, 2018

provide them with the additional support they need to compete in a competitive labour market.

Manchester City Council now applies a 20% scoring weighting for social value when considering tenders to ensure that publicly funded contracts generate the maximum possible benefit for the local economy and residents. A number of anchor institutions are also delivering significant social value and this good practice needs to be universally adopted.

Social value can play a key role in improving outcomes for people who need additional support to reach their full potential including: families living in poverty; care leavers; young people who are NEET (not in employment education or training); young people with Special Educational Need or Disability (SEND); longer term unemployed people with a health condition; and over 50s. The consultation with young people aged 11-18 with SEND demonstrated that they share the same future ambitions as other young people but that there are additional barriers that need to be overcome to access employment and more adjustments that may need to be made within the workplace. Improving outcomes for these cohorts is crucial if Manchester is to become a genuinely inclusive and caring city; collective ownership will be required to achieve this ambition.

We want all Manchester employers to support the Greater Manchester Good Employment Charter when it is launched. Large employers in the city will be asked to lead by example when it comes to demonstrating that they are paying the Real Living Wage; providing good quality working environments, terms and conditions; and offering the right support and progression opportunities for their workforce. For Manchester to become more inclusive, employers of all sizes and from all sectors must play their part, and must be scrutinised and held to account when they do not.

A healthy and productive workforce

“...a healthy workforce is a productive one. We should be leading the way in lowering stress yet increasing productivity and staff wellbeing.”

Consultation response from employer

Manchester’s poor health outcomes are well documented and a major long term programme of investment and transformation is underway to tackle these issues. The Greater Manchester Independent Prosperity Review identifies poor health as a major drain on the city region’s productivity. This emphasises that there is a strong economic rationale for tackling health conditions as well as the obvious social imperative.

Although the health and social care system is critical to success, tackling preventable health conditions and ensuring younger people have a healthy start to their lives is the responsibility of many other stakeholders in the city. As demonstrated in the section above, employers have a vital role to play in supporting their workforce to be active and by offering a healthy working environment and incentives.

Case Study: Working Well (Work and Health Programme) – James’ Story

Working Well (Work and Health Programme) aims to support the long term unemployed and disabled people into sustainable employment. It brings together expertise and local knowledge to include integrated health, skills and employment support, tailored to the individual participant.

Partially sighted James, aged 20, had never been able to find sustainable work. His lack of employment history counted against him, and he felt like he’d missed out on past opportunities due to the way his disability was viewed by employers. James was referred to Working Well (Work and Health Programme) as he wanted help to overcome his low confidence and anxiety, and to lead a full and normal life.

James was quickly assigned to a key worker, who helped him to put together a new CV and prepare for job interviews. He was also provided 1:2:1 wrap-around support to help him with his confidence and anxiety issues, which went a long way in terms of getting him to change his perception of himself.

Thanks to the tailored support he received, James was soon ready to apply for a warehousing role – a field he was keen to get in to. To give him the best possible chance of getting the job, James was given 1:2:1 interview support, as well as additional help in relation to the disclosure of his health condition. We made sure James understood the duties of the role, and supported him in having conversations about reasonable adjustment.

James was successful in getting the job and began his employment. Despite some difficult days in his first month, James has adjusted into his role. To assist James further, we helped his employer to order colour blindness correction glasses and encouraged his manager to explore more suitable ways of communicating with James. James now receives texts of his shift patterns, which he can easily read.

James is a prime example of how Working Well can help people with physical disabilities back into work. We’re continuing our work with James, and are looking for alternative roles which provide the maximum support for his health condition.

Pillar 2. Place

A city of thriving centres

“Great, fantastic inner-city transport links, plenty of varied job opportunities, multiple places to live across the city & many notable companies & institutions in the city.”

Consultation response from employer

Manchester’s city centre includes Oxford Road - known as the Oxford Road Corridor- are the major economic driver for the city and wider city region. It supports a significant volume of knowledge intensive jobs, as well as associated service roles

and significant volumes of construction jobs. Oxford Road Corridor is home to Manchester Science Partnerships, City Labs and many businesses benefitting from the proximity to Manchester's universities and hospitals. The recent investments in advanced materials have been significant, including the National Graphene Institute, Graphene Engineering Innovation Centre and Sir Henry Royce Institute. This is set to continue with ID Manchester, the University of Manchester's £1.5bn innovation district development project, which has the potential to create over 6,000 jobs. Due to open in 2021, Manchester Metropolitan University's School of Digital Arts is a £35m investment which will support our growing creative and digital industries.

Continuing to build on the city's international strengths in relation to sport and creativity are important. The regeneration of the St John's area, including the creation of the Factory, will add to the city's world class cultural facilities. The further development of the area in East Manchester around the Etihad Campus is a major opportunity to connect this growth with the residents of North and East Manchester.

There are challenges of maintaining the growth of the city centre, and in particular the balance between providing space for commercial buildings with the needs of the housing market. In 2018, there was c.215,000m² of new commercial space delivered across Manchester, including c.140,000m² of new office space, c.30,000m² of retail space, c.45,000m² of new educational space, as well as 840 additional hotel rooms⁸. This is a significant volume of additional floorspace but the end use needs to provide higher paid roles for local residents, including generating good quality secondary jobs in the service sector that have career progression at their heart.

The city centre also remains critical in the development of additional housing in Manchester to meet the ambitions of the *Manchester Residential Growth Strategy*. The latest *Greater Manchester Spatial Framework* documents state that Manchester is expected to deliver 27% of all new homes in the city region between 2018 and 2037, with development around the city centre making up the majority of this total.

Manchester's strong international brand is one of its key assets which, alongside the global connectivity provided by Manchester Airport and a pipeline of highly skilled graduates from the city's universities, continues to result in significant international investment into the city. Manchester Airport's current transformation programme and developments at Airport City Manchester will encourage growth in the south of the city, creating a number of jobs and driving Manchester as a global centre for logistics and advanced manufacturing. These developments should be linked into Wythenshawe Town Centre and Wythenshawe Hospital to ensure our residents can access the opportunities they present.

Manchester has a number of district centres which, alongside hosting employment opportunities, are home to essential services for residents. Companies are increasingly expanding into district centre venues; improvements in transport and digital infrastructure will present further opportunities for this growth. Often roles in our district centres have lower pay and productivity; improving the quality of work,

⁸ Manchester City Council Internal Analysis, 2019

pay and career progression in these jobs should be a focus on future growth to ensure our district centres thrive.

There are a number of strategic development sites across Manchester that present opportunities to support the city's future growth. Areas such as Strangeways and the former Central Retail Park have the benefits of being located near to the city centre, as well as being connected to the rest of the city. The regeneration vision for these areas will consider the flexible space needs of Manchester's growth sectors alongside the demand for additional housing and amenities.

Transport infrastructure to connect people and places

“Transport and buses, there's too many bus companies. There's a real congestion problem, if bus services were better, it wouldn't be.”

Consultation response from resident

As stated above, Manchester's economy is a major driver for the regional economy and is at the heart of the Northern Powerhouse. Strategic investments in High Speed 2 (HS2) and Northern Powerhouse Rail, alongside improvements to Manchester Piccadilly Station and Oxford Road Station, are essential in delivering the additional capacity and connectivity required if the city is to continue to grow and help rebalance economic growth away from London and the South East. The Greater Manchester Combined Authority's *HS2 and Northern Powerhouse Rail Growth Strategy* highlights the strategic importance of new HS2 stations at Manchester Piccadilly and Manchester Airport to the city's future economic growth.

The expansion of Metrolink has been extremely successful but the challenge for the future is to fund additional routes beyond the existing Trafford Park and Trafford Centre extensions. As such, work is underway to establish funding opportunities for the Manchester Airport Extension to Terminal 2; the intention is to subsequently complete the entire Western Loop. Communities that are served by Metrolink are generally happy with the service they receive and their connections to other parts of the city, whereas areas without a service want to see significant improvements to their bus services.

The Bus Services Act became law in June 2017, giving Mayoral Combined Authorities such as Greater Manchester powers to improve bus services by reforming the current bus market. Options for reform include moving to a franchise model. Buses are essential for the city's economy and also for social inclusion in many areas of the city, including the North and East. Existing services vary in price, quality and frequency, with some residents unable to use buses to access employment, such as shift work at Manchester Airport. Building on the recent investment in free travel for 16-18 year olds, there is now an opportunity for buses to be repositioned as part of a London-style integrated transport system, running across different modes of transport with integrated ticketing.

Employers were clear about the impact congestion causes to their businesses and workforce, particularly around the city centre. Further investment in both cycling and walking infrastructure is one solution to reducing congestion and also helps to deliver

the city's health and air quality objectives. The Greater Manchester Bee Network was launched in 2018; a further refined plan will be launched in 2019, which will set out the vision for both a new walking network and cycling system for the conurbation. Progress is already being made in Manchester but significant additional funding will be required to fully realise its ambitions.

Alongside improving both walking and cycling infrastructure, we need to further develop our electric transport infrastructure to provide mass transport solutions that are not detrimental to the city's air quality. This infrastructure must be accessible, linking people to Manchester's employment opportunities and providing for those with limited mobility.

Competitive and resilient digital infrastructure

"...better digital infrastructure - so aiming for 5G. More free wifi around the city centre."

Consultation response from business

Digital infrastructure is essential for Manchester to remain economically competitive. A recent national study by Regeneris estimated that the potential economic impact of upgrading to a full fibre infrastructure would deliver £2.2bn productivity gain for SMEs, £2.3bn in innovation benefits, £1.9bn in flexible working benefits, and £2.3bn from new business start-ups⁹. Investment in a 5G network and the roll out of full fibre to premises will help to create the conditions for the city to continue to be at the forefront of innovation. Businesses and organisations were clear that this is a centrally important issue and shouldn't be viewed as something which only 'Digital' or 'Tech' businesses need. The recent growth in the cyber security sector within the city and the decision of both Amazon and GCHQ to locate in the city centre demonstrates the clustering and agglomeration taking place within Manchester's economy.

Vodafone and EE have both chosen Manchester as one of their 5G pilot areas and some funding for full fibre to premises has been attracted from central government; however, much more investment required.

This infrastructure is also essential for developing the city's smart city infrastructure to build on the lessons from the CityVerve and Triangulum programmes. The application of digital technology is needed to enable Manchester to capitalise on the opportunities that the Internet of Things will bring and compete economically on the international stage, whilst also aiding solutions to some of our most entrenched social issues, driving greater inclusion for residents and workers. Projects have the potential to find technological solutions to health, mobility and environmental challenges by utilising the power of connected devices.

New developments as inclusive and zero carbon exemplars

⁹ Regeneris Economic Impact of Full Fibre Infrastructure in 100 UK Towns and Cities, 2018

“... better decisions by local government in support of sustainable economy and low carbon business development ... rapid transition to sustainable housing and economic activity to support long-term employment and economic wellbeing.”

Consultation response from organisation

Manchester is a rapidly evolving city which continues to benefit from significant investment in new residential and commercial developments. These developments represent a major opportunity to bring about a more inclusive and sustainable city and should be seen as enablers of this Strategy. The work to review Manchester’s *Local Plan* offers the opportunity to consider how development on Council and publicly owned land can consider the end use, quality of jobs and adherence to the city’s zero carbon 2038 ambitions and the *Greater Manchester Spatial Framework’s* requirement for all new development to be net zero carbon by 2028. Alongside new developments, retrofitting existing sites should be included within mission-led approaches to achieve our zero carbon aims.

Major new developments which are planned or underway need to be adequately resourced to bring about the kind of social, economic and environmental benefits the city desires. The Northern Gateway is an example of a project which can transform the northern part of the city centre; however, there is a risk that a lack of capacity within the public sector may result in sub-optimal outcomes and a missed opportunity. Projects such as this, and the new developments around the Etihad Campus, need to be viewed as inclusive exemplars and should be one of the tools that can help to bring about transformative long term social, economic and environmental change. This should include considering the conditions, pay and career progression of roles in the construction sector, associated industries and its supply chain to ensure the maximum benefit to residents from these new developments.

Innovative investment models to improve the environment

“Manchester should embed ambitious action on the environment at the heart of the Local Industrial Strategy, on the basis of the economic & social benefits that can be achieved for local people & businesses.”

Consultation response from organisation

Alongside the transition to a zero carbon city by 2038, the consultation responses from businesses and organisations were clear that the quality of the city’s environment is a major factor in their success and productivity. City centre businesses highlighted the importance of cleanliness, good quality public realm and well-managed open spaces to their customers, staff and to the impression of the city left with visitors. Residents stressed the importance of the quality of their surroundings – their housing, nearby green spaces and local amenities – in their quality of life.

A recent New Local Government Network (NLGN) workshop looking at the issue of productive growth concluded that “there is a danger that features of the wider

environment, which in turn affect productivity, can be overlooked”¹⁰. The quality of the environment and liveability are also major factors for attracting and retaining talent and attracting investment.

Local developers, housing providers and the Council need to work together to develop new and innovative investment and maintenance programmes to ensure that our neighbourhoods remain places that people want to live and work in. Businesses also need to take responsibility for their surrounding environment. A robust evidence base is needed to demonstrate the benefits of green and blue infrastructure through programmes such as the EU Horizon 2020 funded Grow Green project. New parks such as Brunswick Park in the University of Manchester’s campus and planned new parks in West Gorton and a riverside park along the Medlock in Mayfield are all major opportunities.

Case Study: One Manchester

At One Manchester, we deliver our mission of creating opportunities, transforming communities and changing lives through a place-based approach. We have led on the development of a Place-Based Giving Scheme, transforming funding in East Manchester and improving the coordination, community engagement and efficacy of place-based funding. In 2017, we introduced our Catalyst Fund which offers potential or existing local businesses are small grants of up to £5,000. In October 2018, we launched an innovation competition for East Manchester Community Businesses to develop proposals presenting opportunities for local economic growth and employment. We are now investing in the growth of two locally based social enterprises, developing a wood and textile recycling business.

It is important to us as an organisation to put our social investment values into practice. During procurement we weigh social value at 20%, and proactively seek opportunities to engage with suppliers operating within the local area to support local businesses and jobs. These activities help create and sustain local employment opportunities, create new business, and grow the social economy. We shape the future vision for these places through our place plans to inform future developments and social investment.

Pillar 3. Prosperity

An improved foundational economy

“They need to look after their employees. They need to support their growth, development and wellbeing. They also need to engage with the local community and other businesses.”

Consultation response from employee

¹⁰ NLGN Productive Growth, January 2019

The foundational economy tends to be described as not easily tradeable or exportable, and not high-tech or research and development intense. It is found in all places and the challenges of pay and productivity tend to apply across all areas of the UK.

There are a number of different definitions but the one that is most commonly used is from the CRESCO Manifesto for the Foundational Economy and is as follows:

“What we will call the foundational economy is that part of the economy that creates and distributes goods and services consumed by all (regardless of income and status) because they support everyday life”.¹¹

The Manifesto goes on to list the following sectors as constituting the foundational economy:

- the utilities, including piped or cabled services, such as energy, water and sewerage;
- retail banking; food and petrol retailing; food processing;
- networks and services, such as rail or bus for transport and distribution of people and goods;
- telecommunications networks; and
- health, education and welfare / social care.

Although exact employment numbers in Manchester are difficult to accurately measure, approximately half of all jobs are likely to be in the foundational economy¹². The recent Greater Manchester Independent Prosperity Review noted that the sectors with the lowest productivity in Greater Manchester are Hospitality, Tourism and Sport (£22,800 GVA per employment), Retail (£27,200) and Health & Social Care (£28,000)¹³.

Improving pay and conditions in these sectors is challenging but there are opportunities to rethink the business models in some sectors which receive large volumes of public funding, such as Health and Social Care. For example, we have asked Homecare providers to pay the Manchester Living Wage for every hour of care delivered, which should include the time it takes to travel between visits, ensuring workers are paid fairly and outcomes improve. The levers of current devolution deals should be used to their full potential to ensure that improvements of employment are realised for workers in these industries, and for this best practice to act as a positive influence on other sectors in the city. Future devolution must be ambitious in considering how to strengthen the offer of the foundational economy in the public sector.

Technology is also likely to impact on employment in some sectors such as Retail and, although some high street retailers have struggled, the recent growth in online retail in the city has been significant. Retail supports large numbers of jobs across the city and the shift to automation will result in the need to rethink the role of

¹¹ CRESC, Manifesto for the foundational economy, 2013

¹² ONS Business Register and Employment Survey, 2017

¹³ Greater Manchester Independent Prosperity Review, Reviewers' Report, 2019

employees in settings such as supermarkets. With this there are opportunities to grow independent retail and food and beverage businesses.

There are also tensions within some of the city's growth sectors. For instance, Hospitality is a major employer and with significant growth (13 new developments in the city centre alone since 2015 supporting new jobs) but with many of these new jobs being relatively low paid.

An international hub for creative industries

“Dynamic, creative, diverse, full of talent with a DIY and collaborative spirit.”

Consultation response from business

Although this Strategy takes a ‘horizontal approach’ rather than focusing on specific sectors, there is an obvious opportunity to capitalise on the city's strengths within the creative industries. Manchester is already known for its music, television and digital content but investments in the Factory at St John's, the School of Digital Arts at Manchester Metropolitan University and the new Manchester College Campus provide a major opportunity for the city to become a major international player in the creative industries.

Culture, media and sports was the most referenced sector by young people during the engagement exercise when they were asked to name their dream job and to name the available jobs in the city. In order to capitalise on this level of interest, the Manchester International Festival has worked with other cultural organisations in the city to launch the Greater Manchester Cultural Skill Consortium to create opportunities for people to develop skills in the arts and culture sector and to help improve diversity. The Factory Academy is the operational training model that will deliver the aspirations of the Consortium by forming partnerships with existing training providers to test the model, run apprenticeship and pre-employment programmes. Further work with creative industries employers within Greater Manchester will examine potential funding opportunities to continue to grow our creative sector, particularly in TV, film and drama content production.

Case Study: Reason Digital

Reason Digital is a social enterprise that changes lives for the better by using technology as a means to combat major societal issues such as food poverty, disease and loneliness. Founded in 2008, we now employ around 50 people and are based in the heart of Manchester's Northern Quarter.

We partner with charities, individuals and corporate social responsibility (CSR) leaders to create award-winning digital innovation. As a social enterprise, any profits we generate are reinvested into socially focused projects that bring about positive changes. Two examples of these projects are as follows:

1. *Charity Health Assistant Partnership - Partnership formed between Reason Digital and four charities. We use artificial intelligence to build more efficient, tailored support and guidance for people who have been diagnosed with serious health conditions such as Parkinson's or Multiple Sclerosis.*
2. *Impact Reporting - Now its own business, Impact is a cloud based CSR reporting tool that empowers organisations to monitor their CSR performance just as easily as their financial performance.*

As an organisation that's proudly Mancunian, we try to give back. We work hard to support the local community around us in unique and innovative ways. For example, during Christmas 2017 we built a Christmas 'Stall for All' in the Northern Quarter which raised over £4,000 for homeless people in Manchester.

People are our passion. We are working towards improving diversity in our team and in the sector in general with the implementation of a Women's Leadership Group and transparent publication of our Gender Pay Gap Analysis. We engage with local educational or community initiatives and are currently working with Innovateher to help encourage young girls from local schools to embrace the tech sector by providing them with strong female role models, mentoring and field trips to the office to give more insight into tech for good.

An innovative and entrepreneurial city

Manchester has a strong history of innovation. From being the home of the Industrial Revolution to developing the world's first program-stored computer; from the birth of the co-operative movement to the discovery of graphene at the University of Manchester, Manchester has always been a 'city of firsts'. Manchester remains an innovative and entrepreneurial city, with a leading reputation for enterprise. Despite the uncertain national economic outlook, the number of active enterprises in Manchester has continued to increase, rising to 23,845 in 2018¹⁴. This increase is in part driven by a culture of business start-ups, who are attracted to Manchester due to our talent pool and competitive rates compared to London.

Manchester has a wide-ranging business support offer, including the Business Growth Hub, which provides a fully funded offer to encourage businesses to start-up and grow across Greater Manchester. During 2018/19, a total of 343 12-hour support slots were delivered to Manchester-based enterprises or start-ups by the Hub. The Council also delivered the 12 month Big Ideas Generators project, which delivered one-to-one business information sessions at libraries, aiming to support those who are unrepresentative in the business arena. During the project, more than 3,000 places were taken up at over 400 events and activities, where 57% of participants were women and 28% were from ethnic minority backgrounds. Independent evaluation of the project shows that, for every £1 invested, there was a GVA productivity uplift of £4.58 to the Greater Manchester economy.

¹⁴ ONS, UK Business activity, size and location, 2018

We need to continue to ensure that our residents can turn their entrepreneurial ideas into innovative business successes to drive Manchester's inclusive economy. As well as continuing a strong business support offer via the Business Growth Hub, it is necessary to ensure that there are a range of affordable commercial premises available to the city's entrepreneurs and strong skills talent pipeline to develop these ideas. Alternative finance and investment solutions - such as the Local Growth Fund and the Evergreen Fund - need to be considered so that funding opportunities are available to fill the gaps that traditional bank loans cannot provide. Manchester also needs to encourage the commercialisation of our universities' research and development, which requires support on intellectual property, financing and licensing.

Reimagined, repurposed and retrofitted commercial premises

“Businesses need the right mix of accommodation to support their growth. For example: co-working space; incubators; digital and technology centres; wet lab space, grow on space etc.”

Consultation response from business

The continued growth and expansion of the city centre has created rising land values which has helped to stimulate the redevelopment of older buildings on the fringes of the city centre which were previously not economically viable. This has placed accommodation pressures on a range of businesses and organisations who have traditionally relied on lower quality buildings with cheaper rents and overheads.

The city already has a strong track record when it comes to converting older buildings into more productive uses, and a history of taking bold demand-led approaches to vacant buildings. Examples include the Sharp Project and Space Studios, which utilised empty industrial buildings for uses which capitalised on emerging strengths within creative and digital industries, and TV and film production. Federation House has successfully repurposed an existing heritage building to provide flexible workspace in a good working environment, two qualities which are increasingly the focus of driving commercial demand.

Upscaling this proactive approach has the potential to deliver a range of benefits to different areas of the city, many of which are in need of economic stimulus. Repurposing vacant or underutilised buildings is more environmentally sustainable than new build and can offer opportunities for retrofit to meet the city's zero carbon ambitions, whilst also reducing the cost of utilities for occupiers. Cheaper and flexible workspaces or incubators can encourage entrepreneurship and innovation in different neighbourhoods and can also offer alternative uses for buildings in district centres. Coupled with improved transport and digital infrastructure, this will bring more opportunities for the growth and expansion of businesses into district centres.

Repurposing under-utilised buildings generates economic output for local areas with the opportunity for organisations and businesses to progress to larger premises as they grow. Rethinking the city's existing buildings is an essential part of the Strategy

and needs to run alongside the substantial investment in new commercial buildings in key areas of the city.

Case Study: HMG Paints

HMG Paints is an established family run business that has been based in Collyhurst since 1930. We are the UK's largest and leading independent paint manufacturer but we definitely have a passion to invest even further in the company. We employ 200 staff who are mostly from the local area and they are as important to us as the company is to them. Our staff are always willing to evolve and change. There is often talk of young people not being work ready and of skills shortages, but we believe that this is often more of a case of softer skills and behavioural issues and as such, transitional work readiness is an area we are very passionate about. We see ourselves as a great and sustainable business operating with honesty and integrity. It's a simple philosophy of just trying to be a good neighbour! We have undertaken a lot of work in and around the local community as our way of giving something back.

Community wealth building

“Get more corporate and government run businesses using local SMEs.”

Consultation response from employer

Manchester City Council have worked with the Centre for Local Economic Strategies (CLES) since 2008 to develop a more progressive approach to procurement which includes social value, local supply chains and more ethical procurement and commissioning. The most recent analysis of the Council's top 300 suppliers by value of spend found that £307 million out of a total spend of £430.7 million was spent with Manchester based suppliers, a proportionate rise of over 20 percentage points since work began in 2008/09¹⁵. Analysis of the Council's expenditure demonstrates the positive impact on local job creation, apprenticeships and for SMEs.

Organisations in Manchester need to view their procurement and commissioning activities as part of the drive to create more wealth in local communities. This is a part of the broader approach to social value and is one which can bring about real change for smaller businesses and residents. Those larger anchor institutions in the city, especially those that are publicly funded, need to consider their policies and whether they can do more. Many sectors are now working together to consider their collective impact, with the most recent Cultural Impact Survey covering 37 organisations - including all the city's major cultural institutions. Their collective activity during 2017/18 generated an estimated £137.2m in GVA for the city, employed Manchester residents as just under half of their workforce (43%) and engaged a total of 4,410 volunteers who collectively volunteered 219,706 hours at a value of £3.2m.

¹⁵ CLES Power of Procurement, 2018

Case Study: Manchester City Council Progressive Procurement

Manchester City Council introduced its Sustainable Procurement Policy in 2008 with the aim of maximising the social, economic and environmental benefits to the city's local communities from our significant spend with external suppliers and contractors. We also engaged the Centre for Local Economic Strategies (CLES) to undertake annual reviews of its impact with our top 300 suppliers and contractors. The CLES research was the first of its kind in the UK and is based on detailed surveys and sample interviews with our top 300 suppliers and contractors.

The 'Power of Procurement II: The Policy and Practice of Manchester City Council - 10 Years On' report in 2017 summarised the impact of this work. The amount re-spent back in the Manchester economy has increased from 25p in every pound to 43p in every pound. We now apply a 20% social value weighting to all tenders and have developed a procurement and commissioning toolkit for our suppliers and our commissioning staff. Social value is also being driven through our strategic investments and projects, including Our Town Hall, Highways Investment Programme and The Factory.

We held our third annual social value event in February 2019 to promote social value and to report survey figures back to contributing suppliers, including SMEs.

4. Implementation and Monitoring

Many of the strategic priorities within the Strategy are not new and delivering them will require a continuation of long standing work with an emphasis on scaling up the ambition and investment. Other priorities require a new or more innovative approach to delivery which requires key stakeholders to consider how they can deliver more inclusive outcomes.

In order to identify some of the specific programmes of work or interventions that will be driven by this Strategy, a delivery plan has been produced and is summarised in Appendix 1. This sets out the detailed activity which will be driven by the *Our Manchester Industrial Strategy* along with the expected outcomes. Progress and outputs from this delivery plan will be reported alongside key citywide data which will be used to measure the inclusivity of Manchester's economy and benchmark to other comparators. Rather than just considering traditional income measures (such as GVA), a suite of both social and economic indicators will be devised to measure the impact of implementation.

DEVELOPING A MORE INCLUSIVE ECONOMY - OUR MANCHESTER INDUSTRIAL STRATEGY
Appendix 1 - Delivery Plan

The delivery plan is organised around the three pillars of *Developing a more inclusive economy - Our Manchester Industrial Strategy*:

- 1) People
- 2) Place
- 3) Prosperity

The purpose of *Developing a more inclusive economy - Our Manchester Industrial Strategy* is:

- To put people at the centre of growth, creating a more inclusive economy in the city;
- Align to the Greater Manchester Local Industrial Strategy and the national Industrial Strategy, expressing our position and responsibilities to promote and drive inclusive growth in the conurbation core; and
- Support existing and future sectors but crucially also ensure collective effort to support more residents into better quality jobs.

This delivery plan contains a small number of evidence-based initiatives to make Manchester's economy more inclusive; these will be additional to existing programmes of work and will add value.

The initiatives that have been identified align with the feedback collected from the engagement activity undertaken in an Our Manchester way with residents, businesses and young people in Autumn 2018.

As well as stated why the initiatives are needed to achieve the aims of Developing a more inclusive economy - Our Manchester Industrial Strategy, the delivery plan also shows how they link to the Greater Manchester Local Industrial Strategy

Further work will be undertaken both internally and with partners to full scope out the initiatives.

Pillar	Theme	Initiative	Why is it needed?	Link to GM LIS	Additional Notes
People	Equipping people with the skills to prosper	Work with businesses and skills providers to ensure the development of digital skills pipeline that address industry's needs	To ensure residents have the digital skills they need to access job opportunities in the city, and to allow our growth sectors to increase productivity	GM LIS has a strategic priority of underpinning cross sectoral growth by developing a digital skills pipeline	
People	Equipping people with the skills to prosper	Build on the Curriculum for Life work to create an <i>Our Manchester Passport</i> , which will build softer skills and aspiration in young people whilst connecting them to the civic and cultural opportunities in the city	To ensure that our younger residents have the opportunity to develop the softer skills needed to partake in the city's labour market	GM LIS includes the aim to make sure all young people are work and life ready	
People	Equipping people with the skills to prosper	Develop a specific programme focused on developing Green Tech and Services jobs	To capitalise on the employment and growth opportunities that responding to climate change will present	GM LIS has <i>clean growth</i> as one of the city region's strengths and opportunities to build on	Discussions underway with the Manchester Climate Change Agency to come up with a specific ask for this programme
People	Equipping people with the skills to prosper	MCRVIP and HOUR Manchester - two initiatives where residents give their time (as a donation and exchange respectively) to volunteer on tasks identified either by other residents, organisations or businesses that will make a positive impact	Both initiatives enable residents to develop skills by volunteering whilst also addressing the needs of others in the city	GM LIS has ambition to improve skills and employment for city region's residents	Initiatives already underway, supported by Neighbourhood Services
People	Connecting people to good employment through social value	Ensure that social value is utilised to support our residents people with additional needs who may face barriers to employment	To enable all of our residents to participate in and benefit from the city's economy	GM looking to update social value procurement policy in light of GM LIS	
People	A healthy and productive workforce	Use the opportunity that the redevelopment of North Manchester General Hospital will present to target some of the challenges North Manchester's 50 - 64 year old population face	To address poor health which, particularly in the 50 - 64 age category, is a constraint on productivity and prevents residents being economically active	GM LIS has <i>health innovation</i> as one of the city region's strengths and opportunities to build on	
Place	A city of thriving centres	Ensure that future development in the city centre supports our growth sectors whilst delivering housing targets	To ensure that Manchester's economy continues to grow and attracts investment, whilst providing much needed housing for our growing population	GM LIS acknowledges that the success of the city centre is crucial to the productivity of the wider city region.	Links into existing work to refresh the Local Plan and City Centre Strategic Plan
Place	Transport infrastructure to connect people and places	Continue to push for Bus Reform, particularly in North Manchester and areas of the city without easy access to Metrolink	To ensure that people can access a range of employment opportunities across the city in an affordable manner e.g. residents in North Manchester who may be unable to access jobs at Manchester Airport if they rely on public transport due to the timings of shift work vs bus timetables	GM LIS has a strategic priority of short term action to improve transport system performance through bus reform, including the recent announcement of Our Pass	
Place	Competitive and resilient digital infrastructure	Continue to push for, create and support digital infrastructure, including investment in Full Fibre to Premises and 5G	To create conditions that will attract and retain businesses; to allow residents to be able to actively participate in the digital economy	GM LIS aims to meet national targets of nationwide full fibre coverage by 2033 and roll-out of 5G technologies for the majority by 2027	
Place	New developments as inclusive and zero carbon exemplars	Create a framework for new development to ensure all major projects become inclusive exemplars	To ensure sufficient capacity to allow the maximum social, economic and environmental benefit to be derived	GM LIS commits to taking an integrated place-based approach to strategic regeneration proposals	
Place	Innovative investment models to improve the environment	Develop and support innovative investment in environmental programmes e.g. domestic retrofit	To achieve our 2038 zero carbon goal and to ensure Manchester remains a place people want to live, work and study	GM LIS acknowledges the need to deliver environmental improvements to achieve the 2038 zero carbon target	
Prosperity	An improved foundational economy	Work with Anchor Institutions to look at how to improve the foundational economy, both in terms of direct employment and procurement and commissioning, including promoting living wage	As a high proportion of our residents work in the foundation economy, any progress will have a large positive impact; the Council should also lead by example	GM LIS references the Greater Manchester Good Employment Charter and the economic challenges presented by a large foundational economy	Discussions underway within Family Poverty Strategy work programme
Prosperity	An international hub for creative industries	Capitalise on the Factory to provide creative skills and training to younger people	To ensure our young people can access the employment opportunities within the creative sector and to allow the sector to continue to grow	GM LIS has <i>digital, creative and media</i> as one of the city region's strengths and opportunities to build on	
Prosperity	An innovative and entrepreneurial city	Continue to work with partners, such as the Business Growth Hub, to increase the number of business start-ups from a diverse range of backgrounds	To ensure that all residents can turn their entrepreneurial ideas into reality so that Manchester remains a city of innovation	GM LIS has "sustain and develop the strong business support infrastructure based around the Business Growth Hub" as one of its priorities for <i>Business Environment</i>	
Prosperity	Reimagined, repurposed and retrofitted commercial premises	A programme of work on future investment models to establish how to ensure the greatest impact from them (including examining targeted investments that will generate their benchmark return)	To ensure our buildings are able to be used for our growth sectors to drive productivity; also to consider the demand-led transition to zero carbon by 2038	GM LIS has carbon-neutral retrofit and new-build for residents and industries as one of the projects on its mission roadmap for becoming a net zero carbon region by 2038	
Prosperity	Community wealth building	Work with Anchor Institutions to look at how to improve community wealth building, both in terms of direct employment and procurement and commissioning	To increase local spend and provide opportunities for local residents, communities and organisations	GM LIS acknowledges the city region's strong history in business model innovation	Discussions underway within social value work programme
All	Developing a more inclusive economy	Develop social and economic metrics for measuring the inclusivity of Manchester's economy	Traditional income measures do not capture all of the dimensions which affect the development of a more inclusive economy	The evidence in the Greater Manchester Independent Prosperity Review shows how social factors of health and skills are constraining the city region's productivity	

This page is intentionally left blank

APPENDIX 2: METHODOLOGY AND FINDINGS

1.0 Methodology

The development of *Developing a More Inclusive Economy – Our Manchester Industrial Strategy* (LIS) has utilised a mixed-methods approach, including: a literature review; analysis of quantitative data; discussions with key partners and partnership boards; engagement with residents; engagement with young people in schools; discussions with Voluntary Community and Social Enterprise organisations; and engagement with businesses and organisations. This approach has also included working closely with the Greater Manchester Combined Authority throughout the development of the *Greater Manchester Local Industrial Strategy*.

The engagement was wide-ranging, encompassing over 500 face-to-face conversations with residents in different neighbourhoods (including targeted engagement with older residents and students); 110 online resident survey responses generated via Manchester City Council social media posts; over 200 face-to-face engagements with young people at 9 secondary schools (including 4 Special Educational Needs schools), a Youth Council event and an Uprising event; and over 170 conversations and survey responses from businesses / organisations.

2.0 Literature Review

A range of literature was analysed to ensure that the drafting of Manchester's LIS makes effective use of a range of expertise. Literature included sources from the Department for Business, Energy and Industrial Strategy, the Institute for Public Policy Research, the What Works Centre, Localis, and the Inclusive Growth Analysis Unit at the University of Manchester.

2.1 General Themes

The following represents the key recurrent themes and recommendations across most of the literature. Local Industrial Strategies should:

Be aligned to the National Industrial Strategy

- This will support achievement of a more productive relationship with government
- A “horizontal approach” to industrial strategy, which does not seek to favour individual sectors or businesses, to create the best conditions for businesses of all types and across all sectors

Be long-term and based on clear evidence drawing out the relative strengths and weaknesses of the local economy, with an emphasis on increasing productivity

- Combine quantitative and qualitative data to build a more granular understanding of the local economy
- Distinguish between supply side and demand side as explanations for under-performance
- Use independent panels and peer review mechanisms to scrutinise evidence and policy priorities

Have clearly defined priorities for maximising local contribution to UK productivity

- Clarify high-level objectives and evaluate programmes that contribute to them

- Provide sectoral analysis to target 'horizontal' policies that can be cross-cutting
- Develop a proactive approach to preventing people aged over 50 from falling out of work
- Fund more integrated, holistic support for those who are seeking to return to work

Allow places to make the most of their distinctive strengths

- Support new employment activity that can help to diversify and grow the economy
- Be wary of distorting competition, it may have a negative impact on innovation and productivity growth
- Develop a local labour market strategy that provides lifelong support for people to be economically active
- LIS should shape pathways of education including careers advice and the kind of 'soft-skills' needed for employment

Better coordinate local economic policy and ensure collaboration across boundaries and between public and private stakeholders

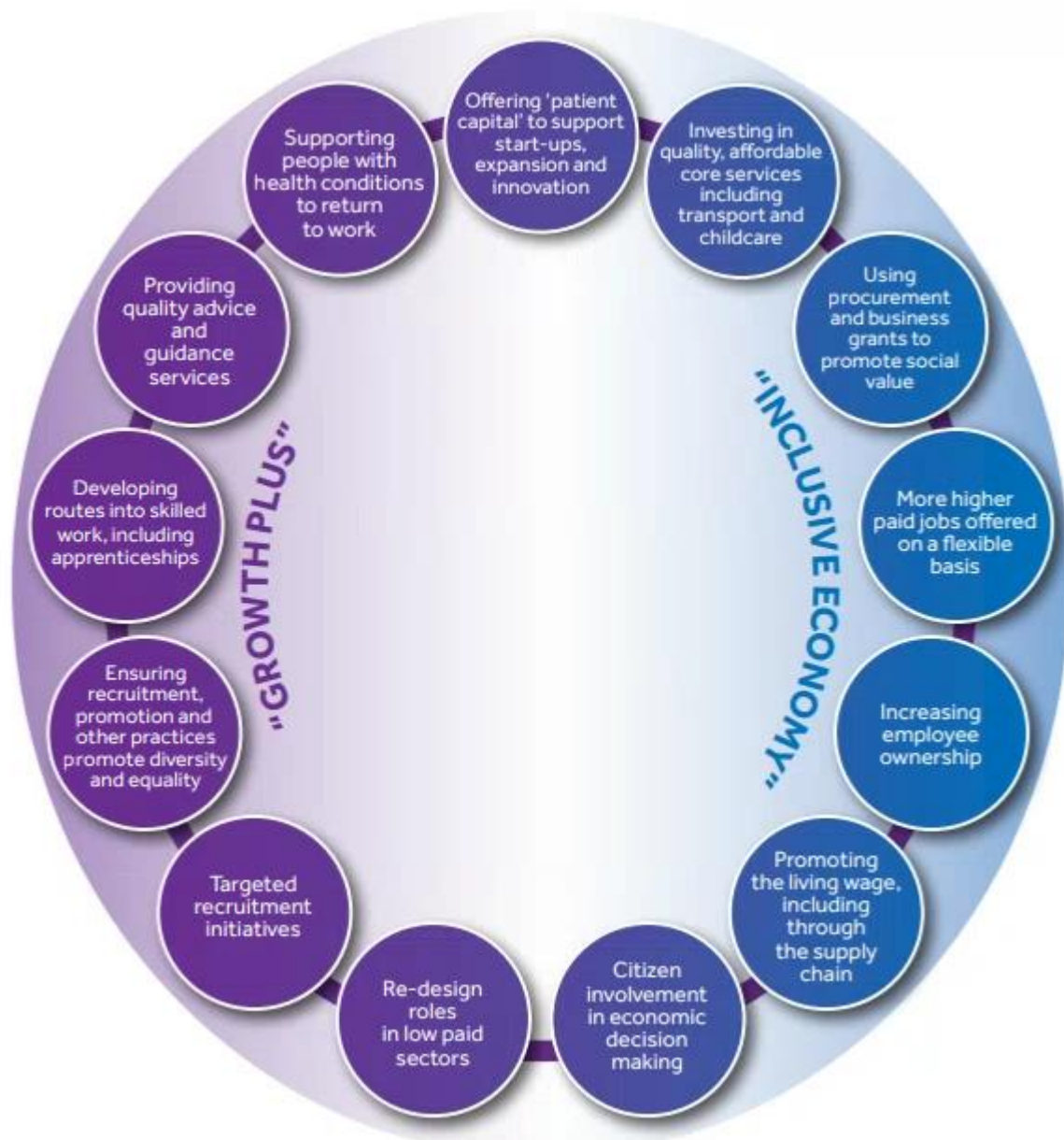
- Identify a range of policy options to address each local development challenge, and compare the intended costs and benefits
- Coordinate across different stakeholder organisations with broader objectives in mind
- Develop a good jobs strategy that encourages businesses to take more risks on initiatives that generate more and better work
- Share plans for, and results of, experimentation with other local authorities to identify opportunities for collaboration
- Co-funding interventions with the private sector and involving them in the decision-making process
- Develop ongoing contact and communication with the private sector to help identify and remove obstacles to growth
- Develop a framework on responsible business and inclusive growth with a convening body to coordinate business engagement

Set out clear plans to evaluate progress

- Evaluation, embedded from the start of the policy design process, helps to improve policy design and decision making
- Evaluation should be proportionate, and focus on specific programmes and projects where good evaluation is feasible

The Inclusive Growth Analysis Unit have published a number of useful reports which focus on the policies and levers that can bring about a more inclusive society. They make the distinction between 'growth plus' and 'inclusive economy' to illustrate these points. The following figure provides a good summary.

Figure 0: Identifying inclusive growth policies



Source: *How could inclusive growth policies reduce poverty at local level?* Ceri Hughes, IGAU, April 2019.

2.2 Greater Manchester Independent Prosperity Review

The Greater Manchester Independent Prosperity Review was an intensive nine month process to update Greater Manchester's economic evidence base, led by a panel of leading economic experts and chaired by Professor Diane Coyle. The Panel was responsible for:

- Assessing progress against the previous Manchester Independent Economic Review and identifying lessons learnt;
- Reviewing Greater Manchester's evidence base and current policy response, identifying key gaps;
- Commissioning new, ground-breaking research into priority areas; and
- Making recommendations for the Greater Manchester Local Industrial Strategy.

A summary of the key recommendations is as follows:

- Greater Manchester's strengths in health innovation, advanced materials, manufacturing, digital and creative industries and professional services should be a focus for the region's Local Industrial Strategy.
- There is a need to focus on productivity in both frontier sectors and the 'foundational economy' – both have opportunities and challenges.
- Improving health needs to feature prominently in the Strategy, given its positive effects on labour market participation and productivity.
- In delivering Greater Manchester's 2038 carbon neutral ambitions, the benefits to residents and quality of life should be maximised.
- The skills system is fragmented and delivering less than the sum of its parts. There should be a partnership approach to education, skills and work in the city-region, based on a common vision, priorities and evidence.
- Business advice and support should be oriented to focus on productivity, with a focus on leadership and management, skills utilisation, innovation adoption and diffusion, resource efficiency, and exporting and internationalisation.

3.0 Quantitative Data

To complement the literature review and the qualitative data from the engagement activity (see below), analysis of quantitative data was also undertaken to ensure the development of the Manchester LIS was grounded in the current economic and labour market conditions for Manchester's residents and workers. The following figures provide the key themes from this analysis.

Figure 1: Percentage of Manchester residents vs percentage of England residents employed by sub-major group of employment

Source: Annual Population Survey July 2017 – July 2018, ONS via NOMIS

Figure 1 shows that there is a greater percentage of Manchester residents employed in typically lower skilled, lower paid occupations compared to the national percentage for England. There is also a lower percentage of Manchester residents employed in typically higher skilled, higher paid occupations compared to the national percentage for England.

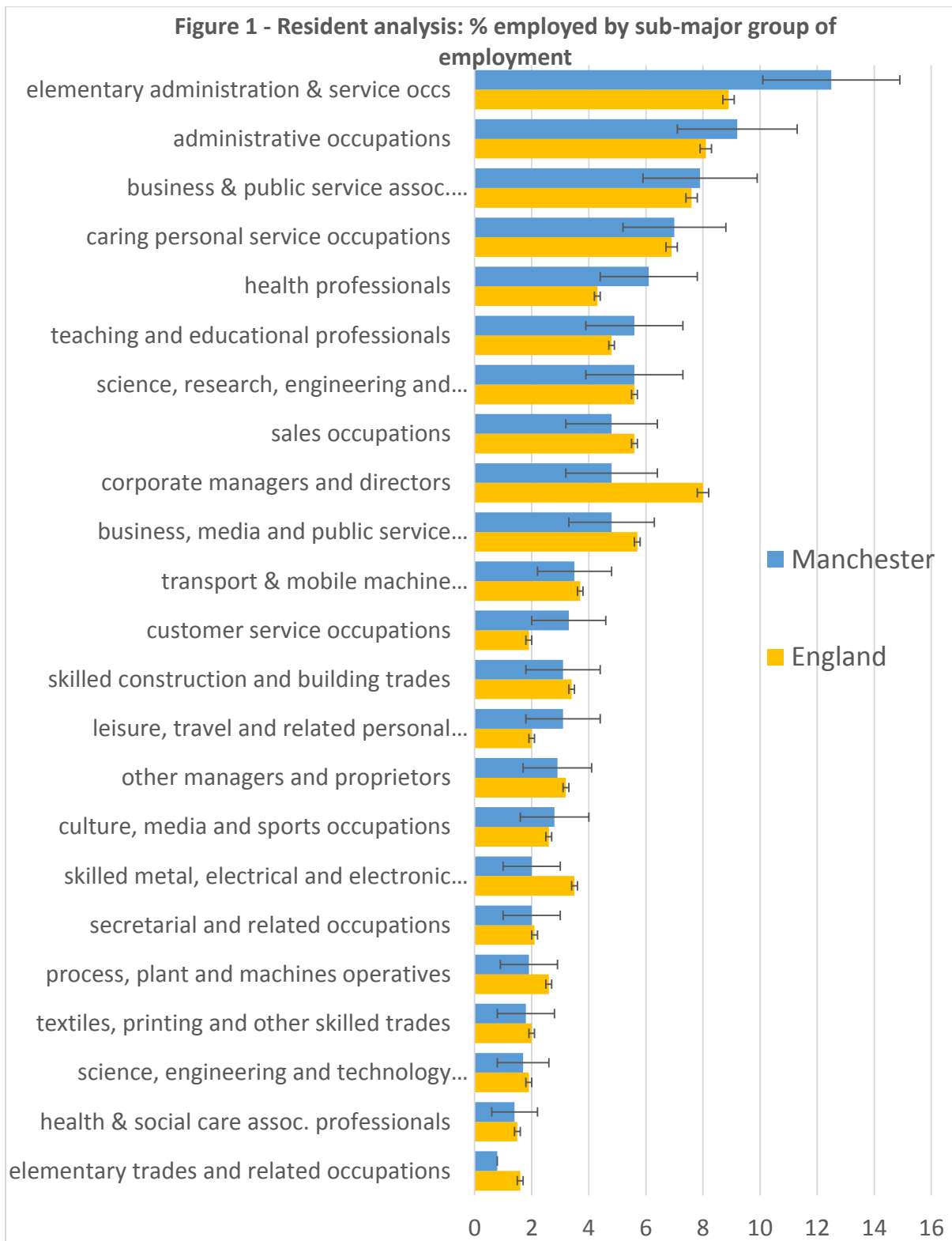


Figure 2: Percentage of Manchester residents vs percentage of Manchester workplace employed by industry of employment

Source: Annual Population Survey July 2017 – July 2018, ONS via NOMIS

Figure 2 highlights that a greater percentage of Manchester residents are employed in typically lower skilled, lower paid industries compared to the Manchester workforce, a greater percentage of whom are employed in typically higher skilled, higher paid industries.

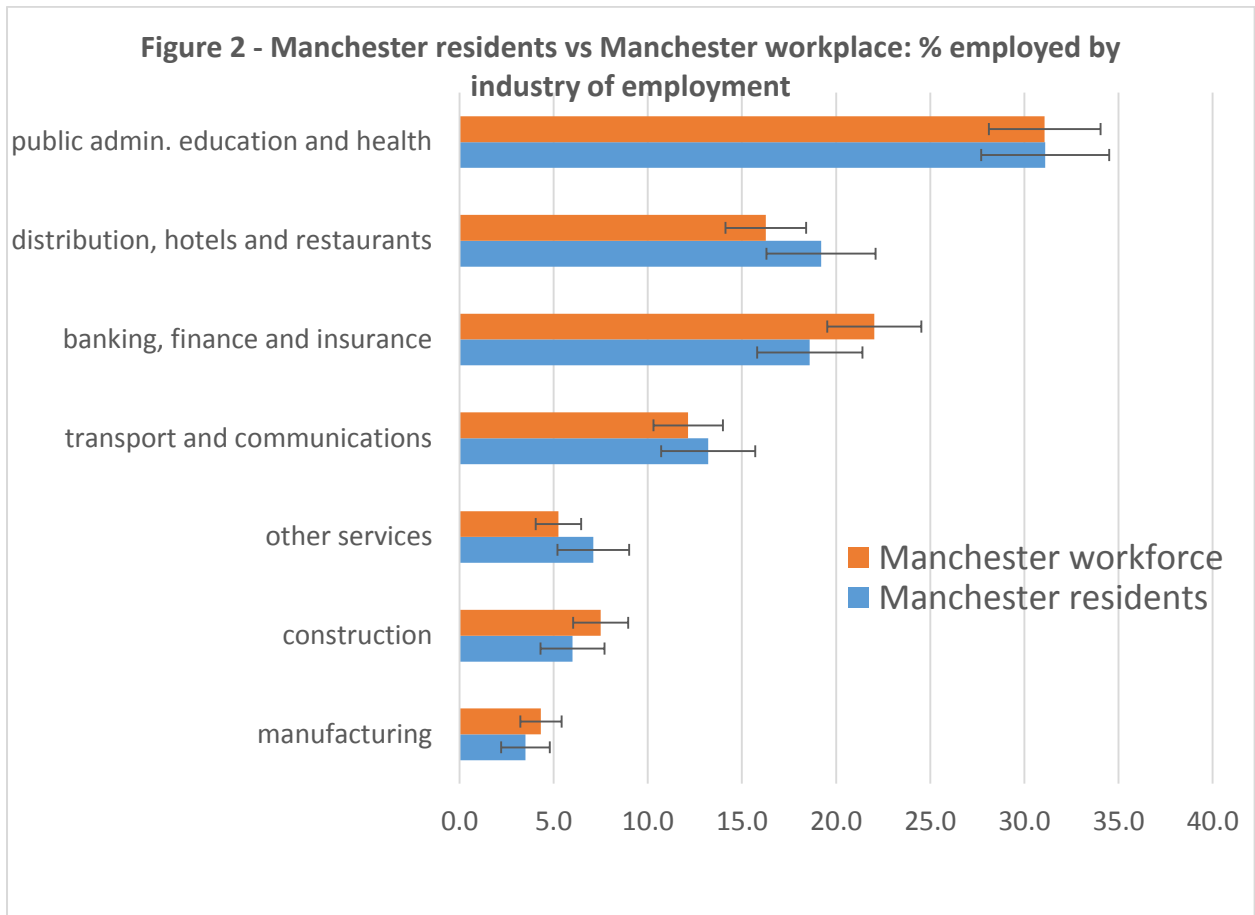
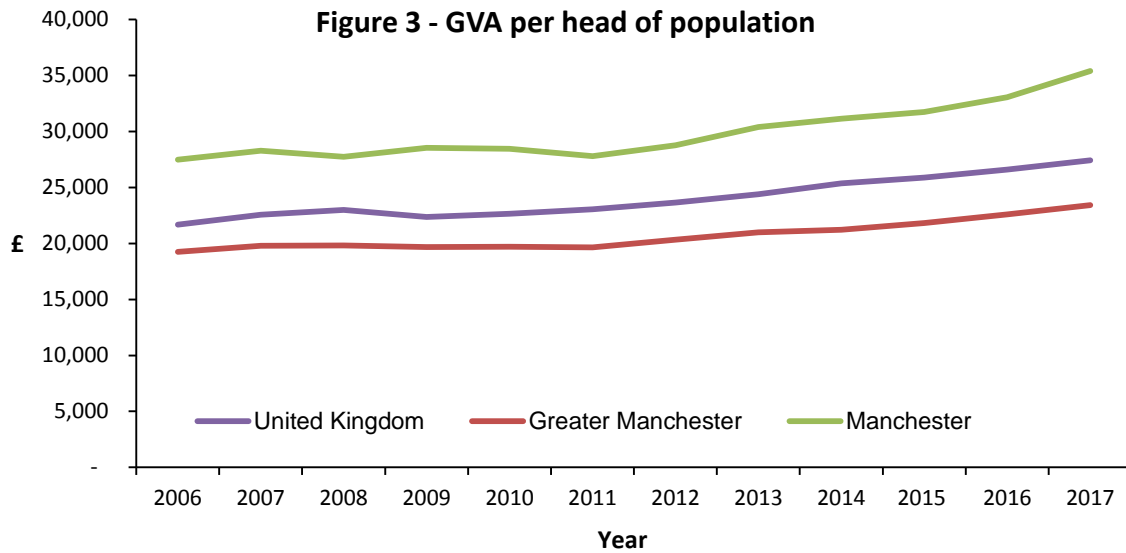


Figure 3: Gross Value Added (GVA) per head of population

Source: ONS Regional Gross Value Added (Income Approach), December 2017. Latest figures are provisional.

As shown in Figure 3, Manchester's GVA per head of population (an indicator for economic performance) has increased from 2011 onwards, and at a faster rate than that of Greater Manchester and the United Kingdom. Manchester's performance continues to exceed the regional and national GVA per head of population.

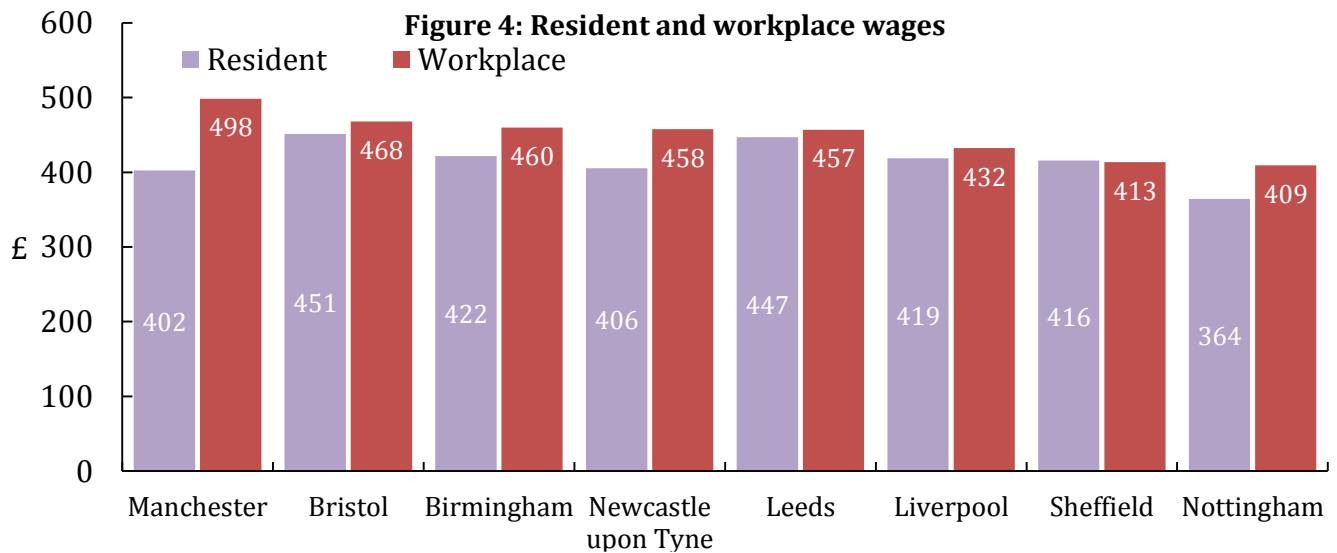


Source: ONS Regional Gross Value Added (Income Approach), December 2017. Latest figures are provisional

Figure 4: residents and workplace wages 2017 – English Core Cities

Source: Annual Survey of Hours and Earnings, ONS (Provisional 2017)

Figure 4 illustrates that Manchester has the highest resident vs workplace wage gap out of the English Core Cities, with a gap of £96.

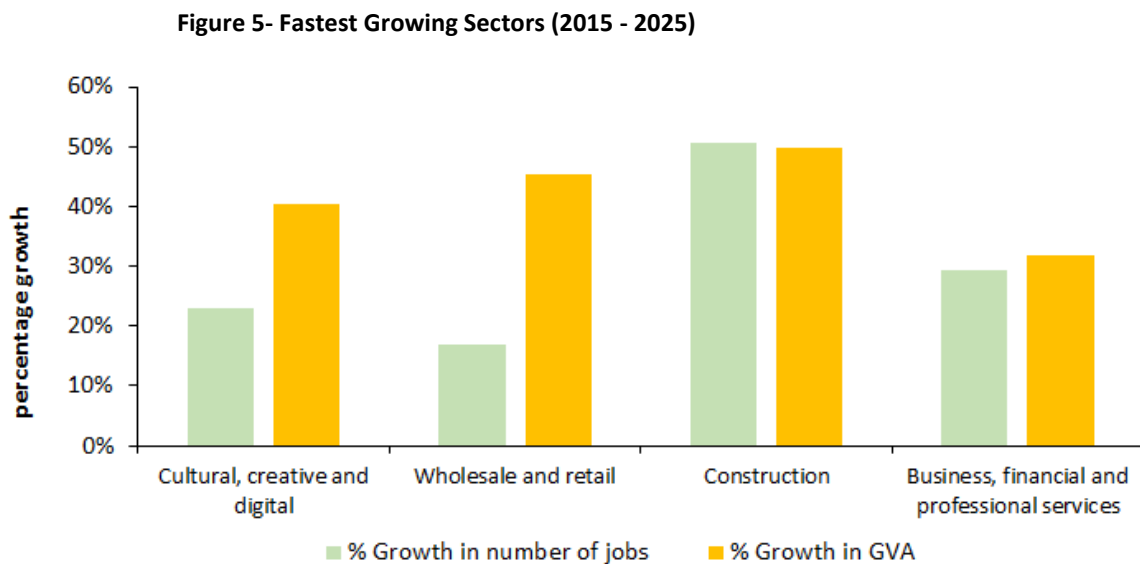


Source: Annual Survey of Hours and Earnings, ONS (Provisional 2017) © Crown copyright

Figure 5: Manchester’s fastest-growing sectors (2015 – 2025)

Source: *Greater Manchester Forecasting Model (2018), Oxford Economics*

Figure 5 shows Manchester's predicted growth across the city's four fastest growing sectors: cultural, creative and digital; wholesale and retail; construction; and business, financial and professional services. Growth in these sectors significantly contributes to Manchester's continued growth in GVA. Percentage growth in all four growth sectors is expected both in terms of GVA and the number of employment opportunities.



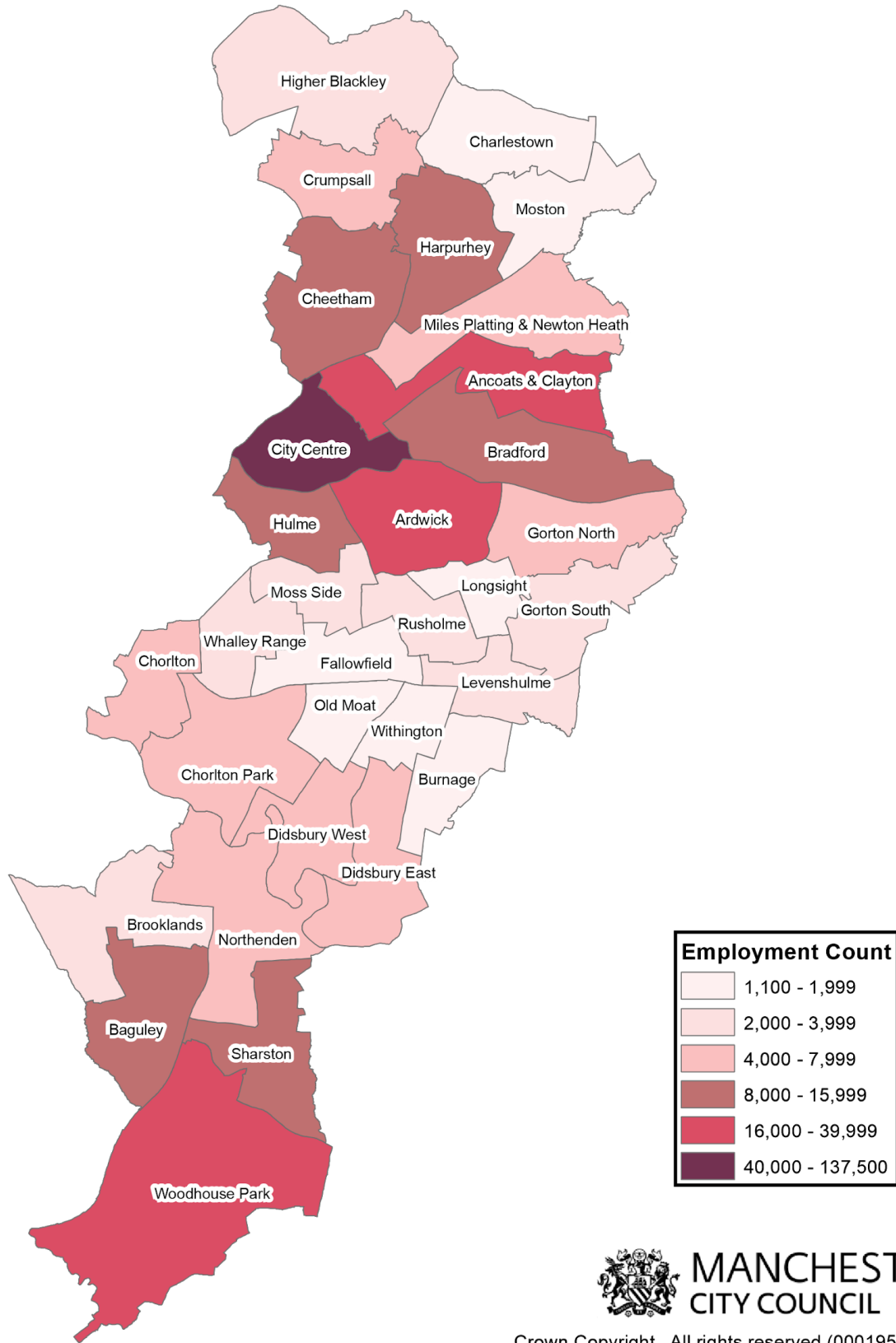
Source: *Greater Manchester Forecasting Model (2018), Oxford Economics*

Figure 6: Employment in Manchester by ward - 2016

Source: *ONS via NOMIS*

As seen in Figure 6, employment in Manchester is concentrated in the city centre and surrounding wards to the east, and also around Manchester Airport. There are less employment opportunities in central and south wards and the far north of the city.

Figure 6 – Employment in Manchester by ward - 2016



**MANCHESTER
CITY COUNCIL**

Crown Copyright. All rights reserved (00019568) (2017)

Data Source: ONS via NOMIS

4.0 Qualitative Data

To support the development of the Manchester LIS, the City Policy, Reform and Innovation, and Work and Skills teams conducted a varied series of engagement activities to capture the views of residents, workers and businesses / organisations within the public, private and voluntary sectors. Routed in the Our Manchester approach, this wide-ranging listening exercise took place in autumn 2018 across all of the city's neighbourhoods. The output has provided a large volume of qualitative information that can provide the evidence base to inform citywide and neighbourhoods actions.

4.1 Resident Engagement

Resident engagement was divided into two main categories: 'engagement with people in places' and 'engagement with key groups'. A review of policy and research in this area (including governmental guidance, think tank reports and academic studies) also ensured relevant expertise could be considered.

4.2 'Engagement with People in Places'

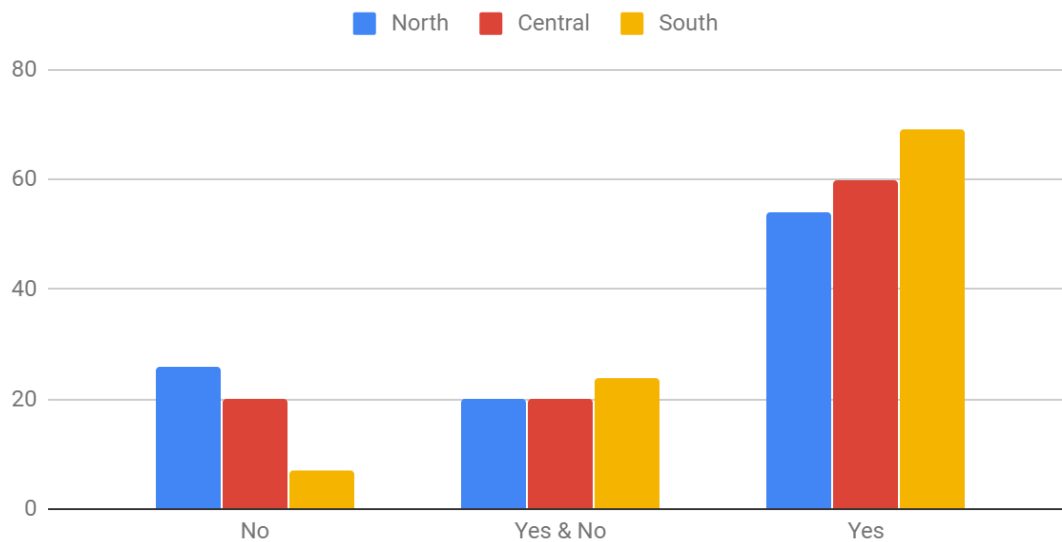
Engagement was coordinated at ward level with a view to reach a demographic representative of the whole city. Neighbourhood Teams were asked to share details on popular places and existing resident groups. Pairs of volunteers targeted specific neighbourhoods and asked residents about Manchester as a place to live and work. Councillors were invited to join officers for this engagement. Engagement took place in a variety of locations; examples included resident meetings, markets, garden centres, libraries, food banks and drop in lunches. Respondents were initially asked:

Manchester was recently ranked as the best city in the UK to live and work (The Economist's 'Global Liveability Index', 2018). Is this your experience?

Further questions around people's experience of living and working in Manchester were then articulated, depending on the response given. This feedback was then collated, with findings coded and key themes drawn upon.

When asked for their opinion on Manchester's recent ranking as the most liveable city in the UK, people's initial response was overwhelmingly positive. 60% of people agreed that yes, this was their experience, 21% said yes and no and 19% said no, that they did not believe this to be the case. There was a geographic variation in responses to the initial question, as seen in Figure 7 below.

Figure 7 – Manchester was recently ranked as the best city in the UK to live and work. Is this your experience?



A number of key themes emerged from the subsequent feedback from respondents:

Transport - the most commonly occurring theme in responses, predominantly in a negative manner:

- Traffic congestion was raised as an issue across the city but particularly highlighted in and around the city centre, with a number of respondents attributed this a factor in affecting their ability to access employment opportunities.
- A third of people engaged with responded negatively about public transport, with high cost and overcrowding highlighted as key issues across all forms of public transport. Bus services and networks received the highest volume of these negative comments, with closure of routes, timetable limitations and regularity of services all particular focuses of discontent.
- People recognised that the city is increasingly bike friendly but respondents didn't feel safe when cycling.

Employment and opportunities - half of all respondents identified that there are plentiful career and employment opportunities around Manchester, with a number comparing the ease of finding employment favourably with elsewhere in the country, particularly London. However, respondents identified a number of barriers and challenges they'd encountered when trying to access these opportunities:

- There was a strong feeling that the majority of employment opportunities are within the city centre, and a marked lack of them within district and local centres.
- People felt they didn't have, or were unable to achieve, the necessary skills and / or qualifications to match the requirements for emerging opportunities.
- The physical accessibility barriers to employment opportunities predominantly focused on transport issues, highlighted in the previous section.
- A number of respondents identified the low wages available through some opportunities as an active deterrent towards employment. Some believed that you could receive more money from claiming benefits than by working in minimum wage employment.

People, culture and entertainment - the majority of respondents expressed an overwhelmingly positive regard for the people, diversity and geographical size of Manchester:

- There was a particular appreciation for the friendliness and approachability of people, and the strength and support experienced within local communities. However, this was tempered by a high proportion of residents expressing a feeling of increasing detachment from the city centre.
- There was a high level of positivity towards Manchester's cultural, entertainment and shopping offer, especially the range of activities and opportunities in the city centre. However, there was a perception that there is a lack of free or affordable activities and opportunities available for children and young people citywide.

Broader physical environment – negative opinions were consistently expressed on the city's broader physical environment, including:

- A third of people expressed an opinion on an aspect of the public realm, the majority of which were negative.
- Several respondents felt the city was dirty, particularly in the city centre and Longsight.
- Many respondents said that state and quality of the highways are poor, with potholes a frequently highlighted issue.
- Housing featured in a quarter of all responses, with the predominant focus on the lack of affordable housing and the poor quality of private rented housing.

4.3 'Engagement with Key Groups'

Bespoke engagement activity was designed to target specific groups of residents. Engagement took place in a variety of ways and locations to ensure optimum output from these cohorts. The method and findings for each of these cohorts is outlined below.

Young People - students at nine secondary schools (including four special educational needs schools) were engaged with using a teaching resource that required the young people to consider what would be their dream job, what sorts of jobs would be available to them in the future and how they could turn the reality into their dream. Figures 8 and 9 below show the findings.

The engagement showed that Manchester's young people's aspirations are high and fit in well with Manchester's labour market strengths. Awareness of jobs in Manchester was quite varied geographically. Support and good contacts were seen as the best way to secure a 'dream job', with qualifications, personal skills, work experience and training also seen as important. However, young people did not routinely reference less traditional but increasingly important methods of entering jobs, such as apprenticeships, as being helpful to achieve their goals.

Figure 8 – Young people's response to 'What is your dream job?' question



Figure 9 – Young people’s response to ‘What jobs are available in Manchester?’ question

Older people (50+ years) - ageing society is one of the national Industrial Strategy’s Grand Challenges. Engagement was undertaken with three groups of 50+ residents, two at work clubs run by 4CT’s Get Ready for Work programme (at North City Library and Clayton’s Children’s Centre), and one at Gorton Community Grocers.

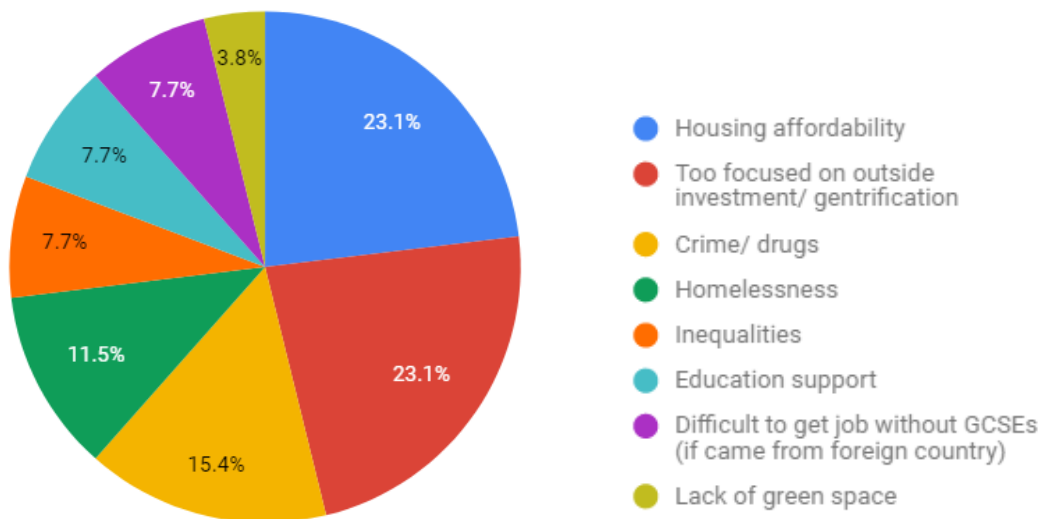
70% of the older residents attending the work clubs advised that they felt there are a lack of job opportunities for them in Manchester. Of those people, over half articulated feelings of ageism and the same number of people advised workplaces are not flexible or accommodating in terms of their additional needs (for example, caring responsibilities or health issues).

Research carried out in Greater Manchester (November 2017) by the Centre for Local Economic Strategies (CLES) highlights interrelated barriers this cohort are facing in returning to work. The responses received during the engagement exercise match the findings of CLES’ research; in particular, that older people face transactional barriers (such as transport costs), as well as a lack of flexibility from employers around health and caring needs. Losing a job after the age of 50 is more likely to lead to long-term unemployment or inactivity compared with job loss at younger ages. Currently, 38% of unemployed individuals in the UK aged 50 and over (116,000 people) have been unemployed for over 12 months, compared with 29% of 25-49 year olds and 19% of 18-24 year olds.

Residents accessing Voluntary, Community and Social Enterprise (VCSE) services - people utilising VCSE services in their communities formed a large part of the 'People in Places' engagement; however targeted engagement with this group was also undertaken at Back on Track, an adult education centre. VCSE organisations were engaged with as part of the businesses /organisations engagement (see below).

57% of the people spoken to who access VCSE services responded 'no' when asked whether they consider Manchester to be the "best city in the UK to live and work (33% said 'yes' and 10% said 'yes and no'). This is notably less positive than the overall average for residents (60%). These respondents largely felt that, despite being born and raised in Manchester, they can no longer afford to live here and feel pushed out by the "masses of gentrification". Figure 10 below illustrates some of these concerns:

Figure 10 – responses from residents who access VCSE services when asked why Manchester is not the best city in the UK to live and work in



University students - conversations took place with students from both the University of Manchester and Manchester Metropolitan University (at a food market and the Business School respectively). The question was adapted to capture whether they feel inclined to stay in Manchester following graduation, and some of the reasoning behind this.

Students were very positive about there being lots of opportunities to find employment in Manchester, both while studying and after graduation. A number of them said this was the reason that they chose to study in Manchester. Only 10% thought there were more opportunities elsewhere, with references to London. However, the conversations also revealed that many students (21.7%) find Manchester more expensive than a lot of other places, particularly for travel and housing, although a number pointed out how cheap it is compared to London.

4.4 Businesses and Organisations

Engagement activity was run with a variety of businesses and organisations across the city, both via face-to-face interviews and an online survey. Specific engagement was also undertaken with digital organisations (as AI and Data Economy is one of the national Industrial Strategy's Grand Challenges) and VCSE organisations (given their close work with residents).

Engagement questions focused around the following areas:

- What is Manchester like as a place to work?
- What conditions do organisations in Manchester need to thrive and be sustainable?
- What changes could you make to help your business / organisation thrive? What changes do you need others to make?
- What are the needs of your employees?
- What does your business give back to the local community?

A number of key themes emerged from the engagement:

- The majority of respondents were very positive about the city, referencing its diversity, thriving nature, the range of opportunities and Manchester's economic growth.
- Transport was the largest recurring theme. Whilst some were positive about the city's connectivity, the majority of respondents were negative, focusing on public transport, congestion and parking. Many felt that it was negatively impacting their business, including being able to recruit the right people.
- Organisations felt that access to skilled workforce is central to being able to thrive in Manchester. Some said the access to talent was a positive thing about Manchester but many felt that more needed to be done in this space, both in terms of education and also training and development within work).
- Workers' wellbeing, including flexible working, work-life balance and fair wages, was seen by organisations as crucial to enabling them to thrive.
- Affordability was repeatedly mentioned, both in terms of business premises and rates, but also in relation to housing and transport for staff.
- Collaboration between organisations (including funding, local procurement, and bigger organisations supporting smaller organisations) was a constant theme throughout, with many respondents saying an increase in this area would help them to mutually thrive.
- Other secondary themes included the requirement to improve digital to better support businesses and the need for all of the city's actors to focus on low carbon.

Digital organisations

Digital organisations were specifically targeted with an online survey and also via a series of face-to-face engagement activity, including a stakeholder roundtable event.

The majority of the key themes referenced by all businesses and organisations were also stated as important by digital organisations, particularly transport. However, other additional themes were:

- The need for the public sector to support good local leadership and promote good local practice.
- The digital skills gaps, specifically that there is a demand for people with a higher level digital skills. The need to have an attractive offer to retain these people was also repeatedly referenced.

- A need to improve networking between organisations both within and outside of the sector.
- Giving back to the local community was very embedded within businesses models.

VCSE organisations

VCSE organisations were invited to complete a specific VCSE survey online. They were asked to articulate what's working well and what needs to change to ensure that Manchester's people are able to access the opportunities provided by the city's recent economic success.

Whilst it was felt that there are great opportunities in the city, the most frequent response from within VCSE organisations was that residents are isolated and issues such as lack of communication mean that they are unaware of these opportunities. The second highest response indicated that people believe the best opportunities are contained within the city centre, and parts of South Manchester, not North and East Manchester.

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee - 18 July 2019
Subject: Delivering the Our Manchester Strategy
Report of: Leader of the Council

Summary

This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester strategy for those areas within the portfolio of the Leader of the Council.

Recommendations

The Committee is asked to note and comment on the report.

Contact:

Name: Councillor Richard Leese
Position: Leader of the Council
Tel: 0161 234 3004
Email: r.leese@manchester.gov.uk

1. Introduction

1.1 The Our Manchester Strategy was formally adopted by the Council in January 2016 and sets out a ten year ambition for the city to be:

- Thriving – creating great jobs and healthy businesses
- Filled with talent – both home-grown talent and attracting the best in the world
- Fair – with equal chances for all to unlock their potential
- A great place to live – with lots of things to do
- Buzzing with connections – including world-class transport and broadband

1.2 Executive Members are collectively and individually responsible for supporting the delivery of the Our Manchester Strategy and for providing political oversight and direction to officers for better outcomes for Manchester residents. The work of the Executive will be guided by the Our Manchester Strategy, the Greater Manchester Strategy and Manchester Labour's 2019 election manifesto.

1.3 This report sets out how I as the Leader of the Council have sought to deliver these priorities over the past six months and my priorities for the next twelve months and is the third of twice yearly reports to this Committee. A complete list of all my activities on behalf of the Council can be found in my public service contract report.

2. Leader of the Council - Portfolio

2.1 As Leader of the Council, my portfolio consists of overall policy co-ordination, external relationships, major economic development including City Centre regeneration, legal services, the digital economy (business development) and devolution.

3. Report back and priorities for the year

3.1 The Council is now in the final year of its three year budget covering 2017/20. Although the three year budget has allowed the Council a period of relative stability, it remains under severe pressure with the demands on Adult Care, Children Services and Homelessness continuing to grow. These pressures are compounded by ongoing unfair and unjustifiable government cuts and the impact of nine years of 'austerity' have become increasingly visible, not just in Manchester but across urban Britain which has taken the brunt of the cuts.

3.2 We are now in a period of political uncertainty fuelled by Brexit and with no indication as to whether or not a government spending review will take place and what the implications are for public sector spending from April, 2020 on. Similarly, as we come to the end of the European structural fund round, government has still not published its proposal for the Shared Prosperity Fund which is due to replace EU funding.

- 3.3 Budget planning has started on the basis of best guess estimates with a projected £70 m pa more to be cut from the Council's budget by 2024/5. Part of this preparation will need to be flexible enough to deal with unpredictable and late notification of the financial settlement for 2020/1 and the possibility that this may be a one-year settlement limiting our ability to do effective long-term planning.
- 3.4 Ongoing austerity increases the imperative to continue to grow our economy and create jobs. The past twelve months have been phenomenally successful in this respect with continued job growth in Tech, creative employment, health innovation, business and financial services, construction and hospitality.
- 3.5 Last month the Combined Authority (CA) and Local Enterprise Partnership (LEP) published jointly with government the Greater Manchester Local Industrial Strategy. This will play a central role in job creation over the next few years supported by the Our Manchester Local Industrial Strategy which is under development. The GMLIS identifies particular issues of low productivity, low pay and insecure employment in the foundational economy and identifies the Good Employment Charter which will be launched on July 22nd as a key tool in tackling this.
- 3.6 Most of the recent job growth has been in the City Centre including the Oxford Road Corridor, but this is complemented by the success of Airport City. Passenger numbers at the airport continue to grow with new routes being added each year. The Manchester Airport transformation programme (ManTP) has moved on significantly with the first new pier now operational but there is still a long way to go before completion.
- 3.7 The Health and Care Transformation Accountability Board has moved from monthly to six weekly meetings still focussing on the development of the Local Care Organisation and the Single Hospital Service but now, with new structures largely in place, taking a more strategic view of service transformation. We are still hoping to complete the transfer of North Manchester General Hospital to Manchester University Hospital Foundation Trust by April next year.
- 3.8 Over the past few months we have come together with other Northern and Midland local authorities to revive the campaign for HS2 and for Northern Powerhouse Rail, both essential connections to the national rail infrastructure for the future. We are also campaigning for the completion of the Northern Hub, still necessary to solve congestion problems in the rail network around central Manchester.
- 3.9 Issues on NPR, HS2 and Metrolink at Piccadilly Station remain unresolved. Intensive work is going on looking at the surrounding road network, parking, the station footprint, surface -v- underground platform options, ingress and egress, platform capacity.
- 3.10 The CA has now considered the recommendations of TfGM's assessment of bus reform options and on that basis is moving forward to the next stage of

considering a franchising model. The CA's response to the Williams review of rail is also asking for the devolution of local rail services with the objectives of having a full integrated local public transport system bringing together bus, tram and train.

- 3.11 This is the first year of a devolved Adult Skills budget and much of the funding has been allocated on an 'as is' basis. However, the CA has begun the process of using the funding to support skills development in growth sectors in the local economy e.g. digital skills and TV and film production. The GMLIS includes an agreement to joint work with the Department of Education looking at how we can develop a more coherent education and skills offer.
- 3.12 I continue to Chair the LGA's City Regions Board. Over the past six months I have co-chaired a Skills Task Force which has reinvigorated the case for work local, the plan for locally integrated skills and employment services, and has brought over 20 other organisations to support the approach. The City Regions Board main focus continues to be devolution including seeking to ensure that in a post-Brexit world as much as possible is devolved to a local level. The Fair Funding Review and Business Rates Task and Finish Group is depressingly no nearer finishing.
- 3.13 There are a number of other areas of activity which are worth noting – the Factory Strategic Board, the Factory itself now very much coming out of the ground; ManLife where the final phase of current programme is on site with previous phases having transformed Ancoats; the City Centre Accountability Board concentrating on rubbish and anti-social behaviour; the City Centre Infrastructure Group which has now taken on the car parking review and the condition of city centre pavements and public realm alongside major projects; East Manchester where an updated SRF is due to come to the next Executive; City Co where along with other members we are seeking to sharpen its focus on its core purposes and its area of operation; master-planning of the former Central Retail Park is now underway; Manchester Creative and Digital Assets is doing well with Space Studios full but after ten years there is a need for some refurbishment at the Sharp Project.
- 3.14 Finally, the steering group for the Manchester Arena attack memorial has now agreed a site between Cheethams School, the Cathedral and the Irwell and is in the process of a competitive tendering process to appoint a design team.

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee - 18 July 2019
Subject: Delivering the Our Manchester Strategy
Report of: Executive Member for Housing and Regeneration

Summary

This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester strategy for those areas within the portfolio of the Executive Member for Housing and Regeneration.

Recommendations

The Economy Scrutiny Committee is invited to note and comment on the report.

Contact Details:

Name: Cllr Suzanne Richards
Position: Executive Member for Housing and Regeneration
Telephone: 0161 234 3355
E-mail: cllr.s.richards@manchester.gov.uk

1.0 Introduction

- 1.1 The Our Manchester Strategy, formally adopted by the Council in January 2016, is a vision which plans to get us where we need to be in 2025.
- 1.2 Manchester is growing, going global and connecting communities to chances for a good life but we have also got some of the lowest wages, the nation's unhealthiest people, more rough sleepers, and too many litter grot spots. We have still got lots to do.

On the way to 2025, we have set some shorter-term goals for 2020:

- Fewer kids in care
- Fix roads, bus and cycle lanes
- Join up Health & Social care
- Better school results
- Cleaner Green places
- Better and affordable homes
- More recycling and less waste
- Work and skills for better pay

- 1.3 Executive Members are collectively and individually responsible for supporting the delivery of the Our Manchester Strategy and for providing political oversight and direction to officers achieve better outcomes for Manchester residents.

2.0 Executive Member for Housing & Regeneration

- 2.1 As Executive Member my portfolio includes the Residential Growth Strategy, affordable housing, housing management, private rented sector, district and neighbourhood centre improvement and other physical regeneration programmes.

3.0 Building Together - Manchester Labour's Promise to Manchester

- 3.1 In May 2019, I was re-elected as Executive Member and there was at that election a new Manchester Labour manifesto which need to be reflected in my priorities for the year ahead.
- 3.2 There are a number of the promises which are specific to my portfolio:

3.3 Housing

- Reject Tory/Lib Dem definition of affordability - 80% of market rent. We believe that no one should have to spend more than 30% of their household income on their housing costs, and for individuals and families on the lowest incomes even that is too much.
- We have successfully trialled landlord licensing and will now seek to identify further areas across Manchester to roll out to over the coming year.

- We have put an extra £1/2 million a year into the budget and will use all the powers we have to the full to tackle rogue landlords and we will re-invest monies received from civil penalties into further work targeting rogue landlords.
- We will raise awareness of tenants' rights and develop an updated Tenants Rights Charter in collaboration with renters in the City.
- We will work with partners across the city to support those living in substandard or unsafe accommodation to ensure that they are aware of their rights and signposted to appropriate advice and legal support.
- We will support Manchester residents to ensure that they do not bare the burden of post Grenfell remediation works.
- We will lead the way on Zero Carbon housing by piloting new build affordable housing and retrofit schemes in the next year.
- We will campaign to end 'no fault' evictions.
- We will campaign for an extension of devolved powers at a Greater Manchester level to regulate the growth of Short Term lettings (airBnB) in the City.
- We will campaign for powers to control rents and for minimum guaranteed tenancies of at least 3 years in the private rented sector.

4.0 Priorities update:

4.1 Affordable Housing

Officers are currently drafting a report for September Executive which will detail the demand for and supply of Affordable Homes in the City, along with further details of how the Council and its partners will deliver a minimum of 6,400 affordable homes between April 2015 and March 2025. This report will set out:

- A review of land in the City Council's ownership and its availability for the delivery of affordable homes
- Progress on a range of new build delivery partnerships with Registered Provider partners
- The level of grant funding and construction finance to deliver the new affordable homes
- The move towards a strategic relationship with Homes England

4.2 Extra Care

There are 7 Extra Care Schemes in Manchester that will be delivered by the City Council and its Registered Provider Partners, including our flagship LGBT Extra Care on Russell Road. There are 5 schemes currently on site which will

deliver 320 extra care homes. There are 2 further schemes in development which we anticipate will deliver a further 180 homes by March 2022.

4.3 Right to Buy update

In 2018/19 436 affordable homes were lost across the City to Right to Buy, including Right to Acquire. This meant that despite the significant increase in affordable housing delivery in 2018/19, yielding 338 new affordable homes, there was a net loss of 98 affordable homes. With Right to Buy sales expected to remain relatively constant and as delivery rates increase, with 580 affordable homes predicted to complete in 2019/20, a net gain in affordable housing is anticipated for the first time this year.

4.3.2 Right to Buy buy-backs

It is not just new build housing that can offset the loss of homes through right to buy. It is important we also use the opportunities given to us when offered homes that are sold on again following right to buy, where the Council has the first option to buy them back. I have asked Officers to bring forward a policy on Right to Buy Buy-Backs along with a related piece of work which looks at Right to Buy receipts and how these can be invested to support this work.

4.4 Assistant Executive Member

Councillor Joanna Midgley has been appointed as my Assistant Executive Member. She will be looking at the provision of temporary accommodation which overlaps the Housing and Homelessness portfolios. It's important that standards within temporary accommodation are improved and are the best that they can be. We also need to be supporting people living in temporary accommodation in a joined up and holistic way. Cllr Midgley will be listening to and learning from the experiences of individuals and families in temporary accommodation so that we can identify gaps and see how services can be better aligned.

5.0 Housing Enforcement

- 5.1 The extension to mandatory **HMO licensing** came into force on 1st October 2018 and is estimated to affect up to 5,000 additional rented properties. The HMO licence conditions have been reviewed and since October the Housing Compliance team have received over 600 new applications.

The team organised three landlord drop in sessions in May 2019 covering South, North and Central wards. Letters were sent to landlords and agents to make them aware of the extension to HMO licensing and how to apply for a licence. 28 landlords attended these sessions.

Following a successful bid for funding from the Rogue Landlord Enforcement fund, the team have carried out canvassing to identify further properties which require a licence. As a result from the drop in sessions and canvassing to date, a further 130 licensable properties have been identified.

As part of the changes to the rules for HMO licensing and the introduction of minimum bedroom sizes, the HMO standards and licensing policy are being reviewed. Local Authorities can set their own standards in respect of HMO's within their boundary and this normally includes space, amenity, and fire precautions standards as a minimum. The standards apply to all HMO's regardless of whether they require a licence and are based on legislative requirements and relevant guidance as well as the Council's expectations of HMOs in the City.

- 5.2 **Civil Penalties Notices** (CPN's) came into force in April 2017 and are an alternative to prosecution for a number of breaches under the Housing Act. Since the introduction of CPNs the team have issued 31 fines totalling over £360,000. Once recovered this money will be invested back into enforcement activity in the private rented sector.

Landlords are able to appeal against the civil penalty to the First Tier tribunal and we have received two appeals to date. Some landlords are paying the civil penalty fine in full and others are agreeing payment plans. Civil penalties have provided an additional enforcement tool and do appear to be having an impact on the behaviour of those landlords who are providing substandard and unsafe accommodation. The team are seeing some landlords engage more, and become more willing to complete works rather than face a large fine.

- 5.3 The **Selective Licensing pilots** in Crumpsall, Moss Side, Moston & Old Moat continue to see a positive response and the majority of landlords in each area have applied for a licence. In Crumpsall 100% of all landlords identified have now applied for a licence. Enforcement action is being progressed in other areas against those landlords who have failed to apply.

The scheme in Crumpsall has been in place for over two years, 318 licenses have been issued and 50 compliance inspections have been carried out.

Four Civil Penalty notices have been issued; two for operating without a licence, one for breach of a licence condition and breach of an Improvement Notice and one for breach of an Improvement Notice. Fines issued have totalled £25,500.

In addition to the enforcement work already carried out, the team have been able to engage with landlords in a constructive way to improve the management of private rented properties in the area. Management companies have been employed where landlords were unable to show that they could meet the conditions of their licence effectively, and this has helped to resolve some previous long standing issues in the area.

A key highlight from this pilot is that a total of 1,800 applications received across all 4 areas have been accompanied by a gas safety certificate, and approximately 30% had been obtained at the time of application suggesting that licensing requirements have resulted in landlords complying. This, along

with compliance inspections funded through the licence fee, is continuing to improve safety and standards in private rented properties.

I have asked Officers to now make a more detailed review of the schemes so far with a view to identifying further areas for Selective Licensing later this year.

- 5.4 In May 2019 the team carried out a day of action at Ashton New Road with partners from Immigration, Fire service and the local Neighbourhood team. On the day, the fire service prohibited one property due to fire safety concerns and officers in the Housing Compliance team managed to get fire alarms fitted by the owner immediately.

A further day of action is planned in July 2019 which was arranged in partnership with GMP through the North Integrated Neighbourhood Management Meeting which the team attend. Work will involve targeting properties on Kenyon Lane, Moston Lane, Brodick Street, Spreadbury Street and Dolland Street, following reports of Anti-Social behaviour and suspected brothels. Attendance from the Fire Service and Immigration has also been requested.

- 5.5 **The Tenant Fees Act 2019** came into force on 1st June 2019 and will apply to all new tenancies created after this date. The Act introduces restrictions on the fees landlords and letting agents are able to charge. The Act permits landlords and agents to only charge fees relating to rent, utilities, security/holding deposits or when tenant breaches their contract. Breach of the rules could result in a financial penalty not exceeding £5,000. Enforcement of the Act will be carried out by Trading Standards.

- 5.6 **Homes (Fitness for Human habitation) Act 2018** came into force in March 2019 to ensure that rented accommodation is 'fit for human habitation'. This means that the property should be safe, healthy and free from hazards that could cause serious harm. Tenants living in unsafe properties can now take their landlords to Court. The Court can make the landlord carry out repairs and can also make the landlord pay compensation to the tenant.

- 5.7 It still remains that our many of our most vulnerable residents across the city are either unaware of their rights as tenants or are scared of reporting issues due to a fear of revenge eviction. I have been working with the Comms team to raise the profile of the work the enforcement team are involved with. We recently held an Our Manchester takeover day on the work of the team. We have also started to include regular comms on tenants' rights across all the Councils social media channels.

- 5.8 Work has begun with Councillors, partners, residents and landlords on the updated Private Rented Sector Strategy. We hope to be able to bring the final draft to scrutiny and Executive in the Autumn.

6.0 District and Neighbourhood Centre Improvement

6.1 District Centre Sub-Group

I have met with Cllr Shilton Godwin, Chair of the Committee's Sub Group and we agreed a number of areas of work for the year ahead:

- How we grow an 'Our Manchester' approach in district Centres - learning from the success of Withington Regeneration Partnership group, which has been grassroots led and involved a broader partnership including the hospital and housing provider.
- Learning from the reports we have had so far from the Institute for Place Management we will look at how we can help district centres develop and strengthen their identity and sense of place.
- A closer look at the contribution of Markets to the success and growth of district centres.
- A report on underserved communities.

The aim will be for the subgroup to draw to a conclusion in time to feed in recommendations into work on the Local Plan.

- 6.2 Discussions have been taking place with Councillors and wider partners around a future vision for Wythenshawe Town Centre. This is due to come to completion later this year with the potential for master planning in Spring 2020.

7.0 Northern Gateway SRF

- 7.1 Following consultation over the summer and updates to the SRF the final version was scrutinized by this committee and adopted by the Executive earlier this year.

- 7.2 Work is now progressing on the business plan and more detailed discussions and planning on the first phase of development. It is anticipated these will return to Scrutiny early Autumn.

- 7.3 I have asked for a piece of work to be done to look at how residents and the wider community can be further engaged and involved (beyond the standard planning process) in the regeneration of the Northern Gateway.

8.0 Age Friendly Housing

- 8.1 Over the next 12 months we will review progress on the Living Longer, Living Better - Housing for an age-friendly Manchester Strategy 2014-2020.

- 8.2 Since January I have attended the Age Friendly Manchester Steering group and Board to begin discussions and have started to engage with older people's group more widely in the city.

- 8.3 Manchester has led the way on its Age Friendly approach and we have some key opportunities coming up through large residential led regeneration

schemes such as the Northern Gateway, to ensure we lead continue to lead the way on Age Friendly housing and neighbourhoods.

- 8.4 Progress has been made but there is more work to be done to ensure that there is good understanding of what age friendly means in relation to housing and properly embedding this across the Council and wider housing sector in the City.
- 8.5 Good Age Friendly design in housing and in our neighbourhoods means that housing is future-proofed for landlords and owners Organisations like Mosscafe St Vincent's have already seen the benefit and Southway have a new age friendly scheme in progress in Old Moat. The Council are exploring the potential at our Silk Street site in Newton Health and through the Northern Gateway in Collyhurst. One Manchester are also currently developing bungalows to HAPPI principles (Housing our Ageing Population Panel for Innovation) that will benefit people with dementia. The real advantage of these schemes is that the accommodation can meet almost any need (as adaptations are easier and quicker) and that's how we should be ensuring our general housing stock in the city is developing too.

9.0 Social Value, Skills and Employment

- 9.1 Working with the new Executive Member responsible for skills and employment I want to ensure we maximise the social value, skills and employment opportunities from house building across the city. Large projects like the Northern Gateway require specific focus, but we also need to ensure we make the most of expanded new Council house building, our Registered Social Landlord development programmes and private development in the city. This means ensuring that there is a clearly articulated ambition and that mechanisms are put in place to monitor impact.

10.0 Community Led Housing

- 10.1 I have been working with officers on the development of our community led housing strategy. I have met with several Manchester based groups and have plans over the summer to visit some successful community led housing schemes in other parts of the country.
- 10.2 We are working towards an event with local groups in September were we can start the process for the 3 affordable housing pilot schemes on Manchester City Council land. At the same time we will be looking to consult and finalise our first Community Led Housing Strategy.

11.0 Closer working with Ward Members

- 11.1 Working with the Director of Housing & Residential Growth I am holding an ongoing series of ward level meetings with Councillors to better understand local housing concerns and opportunities across the City. Our most recent have taken place in Higher Blackley, Burnage and Gorton & Abbey Hey.

These will continue in the year ahead with the aim that these will become a regular feature of Strategic Housing and ward member relations.

12.0 Post Grenfell Remediation works

- 12.1 The Council has played a proactive role since the Grenfell Tower disaster in supporting affected residents. I am a member of the Housing Minister's Private Remediation Task Force. Manchester is the only Council represented outside of London, which has given us a key opportunity to help make the City's case.
- 12.2 Shortly after losing their Tribunal, the Director of Housing and I met with and started supporting the Green Quarter leaseholders. Following months of strong public resident pressure and officer support behind the scenes, in February 2019, a Lendlease-led consortium agreed to pay £7m, saving leaseholders bills of around £20k each. Despite their success, the Green Quarter residents have continued to support and work with residents in other blocks across the city forming the 'Manchester Cladiators' to fight for their cause.
- 12.3 In April the Council was a founding supporter, together with the Manchester Cladiators and UK Cladding Action Group (UKCAG) of Inside Housing magazine's #EndOurCladdingScandal Campaign calling for a Government fund to address funding for private blocks with ACM and other cladding. All Manchester Councillors signed the Campaign's open letter along with the Bishop of Manchester, Lucy Powell MP, Graham Stringer MP, GM Mayor Andy Burnham and Salford City Mayor Paul Dennett.
- 12.4 On 9th May, the Government responded by announcing a £200m fund to meet the costs of remaining ACM-clad privately owned blocks. I have cautiously welcomed the Fund but highlighted it does not support many of the affected blocks in Manchester and amounts to a 'cladding lottery'. Following this announcement the Leader also raised a number of questions with the Secretary of State to establish how many of the 5 remaining ACM-clad blocks in the City it will support and by how much.
- 12.5 Key questions include whether the fund will extend to buildings with a mix of ACM and non-ACM cladding and if it will meet the costs of fire safety issues behind ACM cladding. Therefore, there is still the potential that leaseholders in these blocks will face partial bills.
- 12.6 As well as ACM cladding, we are in touch with 8 other blocks where other issues are emerging. There may be more. These leaseholders are typically facing higher costs than those in ACM-clad blocks. We will continue to support and work with residents in blocks across the city.

13.0 Greater Manchester Combined Authority.

- 13.1 At Combined Authority level I sit on the GM Planning & Housing Commission where we have been developing a joint housing vision and strategy for Greater Manchester. The final strategy is due to launch this month.

- 13.2 Work at a GM level is also taking place looking at the provision and allocation of social housing across GM. This is in the early phases of exploring whether a GM allocations system would be achievable / desirable.
- 13.3 GMCA has received £128k to crack down on rogue landlords the funding the from Ministry of Housing, Communities and Local Government will be used to establish a “rogue landlord hub”, targeting landlords and letting agents who flout the law through bad management or by housing tenants within neglected and unsafe homes.
- 13.4 The Mayor is also exploring options for an ethical lettings agency and working up a scheme designed to showcase the region’s good landlords and call out the bad.

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 18 July 2019

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Work Programme
- Items for Information

Recommendation

The Committee is invited to discuss the information provided and agree any changes to the work programme that are necessary.

Wards Affected: All

Contact Officers:

Name: Mike Williamson
Position: Team Leader- Scrutiny Support
Telephone: 0161 234 3071
Email: m.williamson@manchester.gov.uk

Background documents (available for public inspection):

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

None

1. Monitoring Previous Recommendations

This section of the report contains recommendations made by the Committee and responses to them indicating whether the recommendation will be implemented, and if it will be, how this will be done.

Items highlighted in grey have been actioned and will be removed from future reports.

Date	Item	Recommendation	Response	Contact Officer
10 Oct 2018	ESC/18/45 Gap analysis of the City's Bus network service	To request information including a summary of data that has been used to date to underpin current findings, including information on frequencies of services and services that have been removed or reduced in the last three years.	This information will be circulated to Members when available	Richard Elliott
6 Feb 2019	ESC/19/10 Northern Gateway: Implementation and Delivery	To request that the outcome of the consultation with local residents is shared with local Councillors on a ward by ward basis	This information was circulated to Committee Members via email on 4 July 2019	Eddie Smith
6 Feb 2019	ESC/19/13 City Centre Transport Strategy - Feedback from the Responses to the conversation held in Autumn 2018	To requests that Officers provide a ward breakdown of the consultation responses with the relevant Ward Members	This information will be circulated to Members when available	Richard Elliott

20 June 2019	ESC/19/25 Overview of the economic characteristics of Manchester's population aged 50-64 and the implications for their economic participation	To request that the number of Manchester residents who are subject to an Adult Social Care package and the associated costs is provided to Committee Members	This information will be circulated to Members when available	Elisa Bullen
		Request that Committee Members are informed of any future planned engagement/workshop activities	This information will be circulated to Members when available	Elisa Bullen

2. Key Decisions

The Council is required to publish details of key decisions that will be taken at least 28 days before the decision is due to be taken. Details of key decisions that are due to be taken are published on a monthly basis in the Register of Key Decisions.

A key decision, as defined in the Council's Constitution is an executive decision, which is likely:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

The Council Constitution defines 'significant' as being expenditure or savings (including the loss of income or capital receipts) in excess of £500k, providing that is not more than 10% of the gross operating expenditure for any budget heading in the in the Council's Revenue Budget Book, and subject to other defined exceptions.

An extract of the most recent Register of Key Decisions, published on **1 July 2019**, containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

Corporate Core					
Subject/Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
<p>Collyhurst Regeneration</p> <p>Ref: 15/005</p> <p>The approval of capital expenditure for land and buildings in Collyhurst.</p>	City Treasurer	Not before 1st Mar 2019		Business Case	Eddie Smith, Strategic Director (Development) e.smith@manchester.gov.uk
<p>Depots Programme</p> <p>Ref: 15/007</p> <p>The approval of capital expenditure on the council's depots.</p>	City Treasurer	Not before 1st Mar 2019		Business Case	Richard Munns r.munns@manchester.gov.uk
<p>Estates Transformation</p> <p>Ref:2017/06/30D</p> <p>The approval of capital spend to ensure that the operational estate is fit for purpose.</p>	City Treasurer	Not before 1st Mar 2019		Business Case	Richard Munns r.munns@manchester.gov.uk
<p>Civic Quarter Heat Network 2019/02/20D</p> <p>The approval of capital expenditure in relation to</p>	City Treasurer	Not before 20th Mar 2019		Business Case	Eddie Smith, Strategic Director (Development) e.smith@manchester.gov.uk

the creation of low carbon Energy Centre.					
Brownfield Land Register Update 2019 2019/03/01D To publish Manchester's Brownfield Land Register.	Deputy Chief Executive, Strategic Director (Development)	Not before 29th Mar 2019		Report and Recommendation	Richard Elliott, Head of Policy, Partnership and Research r.elliott@manchester.gov.uk
Marginal Viability - Housing Infrastructure Fund, New Victoria Site 2019/03/01N To release grant funding of £10.074m secured from the Government's Housing Infrastructure Marginal Viability Fund to enable delivery of a key strategic residential and commercial development scheme at New Victoria, developing 520 new homes in total.	Strategic Director (Development)	Not before 1st Apr 2019		Checkpoint 4 Business Case	Jon Sawyer, Director of Housing and Residential Growth jon.sawyer@manchester.gov.uk
Manchester Active Annual Contract Renewal 2020 2019/04/02B To consider the renewal of the contract for the delivery of the Manchester Sport and Leisure Strategy.	City Treasurer	Not before 1st Jan 2020		Contract report and performance report for the 2019/20 annual contract.	Rebecca Livesey r.livesey@mcractive.com

<p>Refurbishment of Alexandra House and Hulme High Street underground car park. 2019/05/17A</p> <p>Approval of capital expenditure to refurbish assets owned by Manchester City Council – Alexandra House and the underground public car park off Hulme High Street.</p>	<p>Strategic Director (Development)</p>	<p>Not before 17th Jun 2019</p>		<p>Business case and contract documentation</p>	<p>Richard Munns r.munns@manchester.gov.uk</p>
<p>Land bounded by Worsley Street, Egerton Street and Arundel Street 2019/06/03D</p> <p>Surrender of two industrial ground leases and re-grant of a 250 year over-riding lease to include additional land to allow for the development of 343 apartments along with ground floor commercial space. The developer is Logik Developments.</p>	<p>Strategic Director (Development)</p>	<p>Not before 31 Jul 2019</p>		<p>Heads of Terms document</p>	<p>Lorraine Horne l.horne@manchester.gov.uk</p>
<p>Contract for the Provision of a Voluntary, Community and Social Enterprise (VCSE) Infrastructure Support</p>	<p>Strategic Director (Development)</p>	<p>Not before 12 Jul 2019</p>		<p>Report and Recommendation</p>	<p>Mike Worsley mike.worsley@manchester.gov.uk</p>

Service 2019/06/13A

To appointment a provider
to deliver a VCSE
Infrastructure Support
Service

3. Economy Scrutiny Committee Work Programme – July 2019

Thursday 18 July 2019, 10.00am PLEASE NOTE NEW DATE AND TIME OF THE MEETING
(Report deadline Tuesday 9 July 2019)**

THEME – Strategic Regeneration of the City

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Eastlands	To receive an update on the progress of the Eastlands Regeneration Framework	Cllr Leese	Eddie Smith	
Officers response to the Executive Member for Housing and Regeneration's Affordable Housing proposals	To receive a report that provides a response to the Executive Member for Housing and Regeneration's future Affordable Housing proposals	Cllr Richards (Exec Member Housing and Regeneration)	Eddie Smith Jon Sawyer	Now deferred
Progress update on the Manchester Local Industrial Strategy	To receive a report that sets out the progress that has been made with Manchester's Local Industrial Strategy.	Cllr N Murphy (Deputy Leader)	Richard Elliott David Houliston	
Delivering the Our Manchester Strategy	This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio of the Leader, Deputy Leader (in respect of skills) and the Executive Member for Housing and	Cllr Leese Cllr Richards (Exec Member for Housing and Regeneration)	Cllr Leese Cllr Richards	Invite Leader and Cllr Richards to present

	Regeneration.			
Skills Development for Manchester Residents aged 16 and over	To receive a report for information the potential outcomes of the Augar Report of post 18 education funding and its impact on Manchester residents and institutions with a proposal to consider in more detail once more information on the Comprehensive Spending Review becomes available	Cllr Rahman (Exec Member for Skills Culture and Leisure)	Angela Harrington	This item is for information only
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

Thursday 5 September 2019, 10.00am** **PLEASE NOTE NEW DATE AND TIME OF THE MEETING**
 (Report deadline Tuesday 27 August 2019)

THEME –Spatial and Infrastructure Planning

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
GM Spatial Framework and Manchester's Local Plan	To receive an update report in relation to Manchester's updated Local Plan following consultation with Manchester residents and key stakeholders	Cllr Leese	Richard Elliott Eddie Smith	
City Centre Transport Strategy	Detail to be provided	Cllr Stogia	Richard Elliott	
Northern Powerhouse Rail Update	Detail to be provided	Cllr Leese	Richard Elliott Eddie Smith	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

Thursday 10 October 2019, 10.00am PLEASE NOTE NEW DATE AND TIME OF THE MEETING
(Report deadline Tuesday 1 October 2019)**

THEME – Growing the Manchester Economy

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
(1) The Growth Company's business support activity in Manchester	To receive an update on the Business Growth Hub's business start-up and support offer and its impact on start up and survival rates of businesses in Manchester.	Councillor Leese	Mark Hughes (The Growth Company) Eddie Smith Angela Harrington	See November 2017 minutes
(2) Inward Investment	To update Economy Scrutiny on the work of MIDAS in attracting inward investment to the city, its performance over the last 2 years and forward strategy.		Tim Newns Mark Hughes (The Growth Company)	
(3) Visitor Economy	To provide an update on Marketing Manchester in promoting the visitor economy in the city; an overview as to how the city is doing and any opportunities and issues going forward.		Sheona Southern Mark Hughes (The Growth Company)	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

Themes identified at the Committee's Work Programme setting meeting

(Items highlighted in grey indicate that these have been included in the work plan of one of the above meetings)

Theme	Tentative Date of meeting
<p>The Effects of Poverty on the City</p> <p>To include information on:-</p> <ul style="list-style-type: none"> • Data at a ward level on employment/unemployment rates, self-employment and zero hours contracts, unfilled jobs (how Manchester residents are being trained/upskilled) • Family Poverty • Inclusive Growth (with reference to specific activities) • Equality of jobs and the roll out of the Greater Manchester Good Employment Charter • Work with Schools (promotion of entrepreneurship) 	TBC
<p>The Impact Brexit</p> <p>To include information on:-</p> <ul style="list-style-type: none"> • What impact Brexit has had on the Manchester and Greater Manchester economy to date (in relation to skills/jobs/talent) • What likely impact will a 'No Deal' exit have on Manchester/Greater Manchester • The impact of Brexit in relation to foreign investment in the City's economy • Impact of Brexit on skills in the City 	TBC
<p>Work and Skills</p> <p>To include information on:-</p> <ul style="list-style-type: none"> • How the needs of Manchester's changing demographics are being met • Impact of the devolution of the Adult Skills Budget (update on work of ESOL/MAES) 	TBC

<ul style="list-style-type: none"> • Core Skills and T-Levels (Manchester College) • How Schools are being engaged in developing the skills needed in the future • STEM work and the inclusion of women in this industry • Curriculum for life • Access to employment and skills for homeless/formerly homeless people 	
<p>Young People</p> <ul style="list-style-type: none"> • Follow up to the Young People’s Workshop in November 2017 (additional workshop session to be arranged) 	TBC
<p>Moving from Growth to Wellbeing</p> <p>To include information on:-</p> <ul style="list-style-type: none"> • The impact on Manchester residents as the City’s economy grows and how these people are supported to ensure they are not left behind • The pace of growth in Manchester’s economy • The impact of the growth in Manchester’s economy on BAME groups 	TBC
<p>Zero Carbon and impact of climate change on the Economy</p> <p>To include information on:-</p> <ul style="list-style-type: none"> • The economic opportunity of zero carbon • Impact of zero carbon retrofitting of existing Council housing stock • Skills needed to deliver zero carbon targets • Physical infrastructure required to deliver zero carbon 	TBC
<p>District Centres</p> <p>To report on the work undertaken by the District Centres Sub Group to enable its findings to be integrated into Local Plans</p>	TBC – potentially January 2020

Previous Items identified by the Committee to be scheduled

Theme – Strategic Regeneration

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Outcome of the consultation with stakeholders in relation to the proposed Housing Affordability Zones	To receive a report on the outcome of the consultation with stakeholders on the four proposed Housing Affordability Zones	Councillor Richards	Eddie Smith	See November 2017 minutes
District Centres	To receive a report on the work of the District Centres Sub-Group and Institute of Place Management	Cllr Richards (Exec Member for Housing and Regeneration)	Eddie Smith	Invite Professor Cathy Parker, Institute of Place Management.

Theme – Transport and Connectivity

Item	Purpose	Lead Executive Member	Lead Officer	Comments

Theme – Incorporating Inclusive Growth into Council Services/strategies				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Theme - Skills development for Manchester residents aged 16 and over.				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Higher Education provision and its impact on the City's economy	To be determined	Cllr N Murphy (Deputy Leader)	Angela Harrington	
Devolution of the Adult Education Budget	To be determined Will include an update on the performance of MAES	Cllr N Murphy (Deputy Leader)	Angela Harrington	
Manchester College Estates Strategy update	To receive an update on the progress that has been made with Manchester College's Estates Strategy, with specific reference to the progress made with the development of the new city centre campus	Cllr N Murphy (Deputy Leader)	John Thornhill (Chief Exec LTE Group)	

Employment Contracts and Labour Market Flexibility	To receive a report on changes in employment contracts and labour market flexibility and the implications for workers in Manchester.		Angela Harrington	See February 2016 minutes
Hospitality and Tourism skills gap	To receive report on the issue around skills challenges within the hospitality and tourism sector	Councillor N Murphy	Angela Harrington	See November 2017 minutes
Theme – Growing the Manchester Economy				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Markets strategy and marketing the City's areas	To be captured in District Centres Sub Group	Councillor Leese / Councillor S Murphy	Eddie Smith	
City Centre Business Engagement		Councillor Leese	Eddie Smith	
Theme - Miscellaneous				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
The impact of the Brexit settlement on the City	The precise detail of this issue is to be determined when it is clearer as to the type of Brexit settlement likely to be agreed on by Government.	Cllr Leese	Eddie Smith	

Development of a Manchester City Council energy Company	To receive a report on whether the Council was considering a scheme to develop its own energy company	Councillor Leese	Eddie Smith	See November 2017 minutes
---	---	------------------	-------------	---------------------------

This page is intentionally left blank