



Economy and Regeneration Scrutiny Committee

Date: Tuesday, 5 March 2024

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

There will be a private meeting for Committee members only from 9.40 am in Room 2006, Level 2, Town Hall Extension.

Everyone is welcome to attend this committee meeting.

Access to the 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.

There is no public access from any other entrance.

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Membership of the Economy and Regeneration Scrutiny Committee

Councillors - Johns (Chair), Benham, Hussain, Iqbal, Northwood, Richards, I Robinson, Taylor, Abdullatif and Shilton Godwin

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** 5 - 16
To approve as a correct record the minutes of the meeting held on 6 February 2024.
- 5. Work and Skills Strategy 2022-2027 Update** 17 - 42
Report of the Director of Inclusive Growth

This report provides a progress update and the next steps for the delivery of the strategy's 5 key themes.
- 6. The LTE Group Update: Strategy and Performance** 43 - 66
Report of John Thornhill, Chief Executive, LTE Group and Rachel Curry, Principal Manchester College & Group Deputy CEO

This report provides strategy and policy updates from the LTE Group and an update from one organisation within the Group, The Manchester College.
- 7. Manchester Adult Education Service (MAES) Update** 67 - 82
Report of the Director of Inclusive Economy and Head of MAES

The purpose of this report is to provide information on MAES performance in 2022/23 and the skills challenges in the city.

8. Support for Business 83 - 200
Report of the Director of Inclusive Growth

This report provides an update on the support offered by the Manchester Growth Company and the Manchester City Council to support businesses in Manchester to set up and grow.

9. Overview Report 201 - 226
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 and Regeneration Scrutiny Committee has responsibility for looking at how the city's economy is growing and how Manchester people are benefiting from the growth.

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Joanne Roney CBE
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Further Information

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This agenda was issued on **Monday, 26 February 2024** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

Economy and Regeneration Scrutiny Committee

Minutes of meeting held on Tuesday, 6 February 2024

Present:

Councillor Johns – in the Chair

Councillors Abdullatif, Benham, Hussain, Richards, I Robinson and Shilton Godwin

Also present:

Councillor Akbar, Executive Member for Finance and Resources

Councillor Hacking, Executive Member for Skills, Employment and Leisure

Councillor Rahman, Statutory Deputy Leader

Councillor Rawlins, Executive Member for Environment and Transport

Councillor White, Executive Member for Housing and Development

Jonathan Marsh, Head of Strategic Planning, Transport for Greater Manchester (TfGM)

John McGrath, Artistic Director and Chief Executive, Factory International

Randel Bryan, Executive Director and Deputy Chief Executive, Factory International

Menaka Munro, Head of Engagement, Factory International

Apologies:

Councillors Iqbal, Northwood and Taylor

ERSC/24/06 Minutes

Decision

That the minutes of the meeting held on 9 January 2024 be approved as a correct record.

ERSC/24/07 Manchester City Council Climate Change Action Plan – Progress Update – Transport Emissions

The Committee received a report of the Strategic Director (Growth and Development) and the Strategic Director (Neighbourhoods) which provided an update and overview of progress made in delivery of the Transport and Travel workstreams within the Climate Change Action Plan from 2020 to 2025.

Key points and themes within the report included:

- Progress against Climate Change Action Plan commitments in relation to direct emissions;
- Work to reduce the broader citywide emissions associated with highways-based transport and travel; and
- Future actions.

Key points and queries that arose from the Committee's discussions included:

- The trajectory of overall emissions from transport in the city and the levers available to the Council to influence this;
- That the 'Right Mix' element of the 2040 Transport Strategy should be reviewed;
- The impact of congestion on the city and its economy;
- Taxis which were licensed outside of the city;
- Levels of car ownership in different parts of the city and whether this influenced prioritisation of investment;
- Meeting demand for Electric Vehicle charging;
- Idling vehicles, particularly around schools;
- The benefits of the Active Neighbourhoods scheme in Levenshulme and Burnage;
- When would the Manchester bus fleet be fully electric; and
- The impact of the City Centre Strategy on wards on the outskirts of the city centre and how these issues could be addressed.

The Director of Highways reported that a policy was being produced on Electric Vehicle charging, advising that interim measures would be needed, for example in relation to trailing cables across footpaths, until the technology developed further to enable quicker charging and more permanent infrastructure was in place. The Assistant Director (Infrastructure and Environment) informed the Committee about funding of approximately £3.3 million which the Council had secured to improve the provision of Electric Vehicle charging and the options being considered for how to invest this money.

In response to the question about car idling, the Director of Highways highlighted the role of softer measures, such as signage around schools, advising that there were challenges with undertaking enforcement action in relation to this but that he would look into whether more could be done, in relation to both enforcement and education. The Executive Member for Environment and Transport reported that the Enforcement Team were starting to address this, initially speaking to drivers who were idling, to be followed by a media campaign.

In response to a Member's comments about the 'Right Mix' vision within the Greater Manchester Transport Strategy 2040, Jonathan Marsh, Head of Strategic Planning, TfGM, reported that this had been developed prior to the pandemic, that there had been a lot of changes to travel behaviour since then and that TfGM was reviewing the 'Right Mix' as part of the work to update the Local Transport Plan. In response to a question on the timescale for this, he stated that a consultation would take place around autumn or winter 2024, depending on when the General Election was held, and that stakeholders such as Councillors would be consulted as part of this. He highlighted that 'Right Mix' was not only about transport but also required changes to land use planning to enable people to travel more locally, as well as digital connectivity leading to a reduction in some journeys. In response to a comment about journeys into the city centre, he highlighted that the City Centre Transport Strategy included a target for 90% of journeys into the city centre to be made by public transport or active travel.

In response to a Member's comments, the Assistant Director (Infrastructure and Environment) reported that a lot of work had taken place in relation to transport emissions and that over the next year it would need to be drawn together into a cohesive programme under the Climate Change Action Plan and feed into the refresh of the Plan, noting the city's ambitions to be a leader in this work.

The Strategic Director (Growth and Development) reported that taxi licensing standards were part of the Clean Air Plan but that these could only be implemented for taxis which were licensed in Greater Manchester, although taxis licensed elsewhere could operate in the region, adding that this was an issue that the Government had been lobbied on. She reported that an analysis of both car ownership and areas which were under-served by public transport informed investment decisions. In response to a Member's request, she agreed to provide data on car ownership across the city.

In response to a Member's question about whether there were any other levers which could be used to discourage taxis licensed elsewhere from operating in Manchester, such as not allowing them to use bus lanes, the Director of Highways advised that he would look into this and respond to the Member.

In response to a Member's comment about the issues affecting wards on the outskirts of the city centre, the Director of Highways drew Members' attention to the safer schools work, including both education and engineering measures to improve safety and encourage active travel to school. He reported that residents' parking schemes were being introduced in some areas to address the issue of displacement of parking from the city centre, although he advised that there were challenges in getting all affected residents to support these schemes. He reported that city centre parking controls were also being reviewed.

Jonathan Marsh from TfGM highlighted work to encourage people, through investment, to access public transport earlier in their journey. He reported that there was significant investment taking place in making the bus fleet electric and he offered to provide further information on this.

In response to a question from the Chair about refreshing the City Centre Transport Strategy, the Strategic Director (Growth and Development) advised that this was a complex piece of work and outlined how a range of studies and factors would inform this work, citing as examples of the issues that would need to be considered access for businesses and access to business and residential parking in the city centre which was not within the Council's control. In response to a request from the Chair to share the Walkability Study with the Committee, she agreed to share studies which would underpin this work as they emerged, including the Walkability Study, and suggested that the Committee consider the City Centre Transport Strategy and Movement Plan at a future meeting, to which the Chair agreed.

Decisions:

1. To note the latest position on the development and delivery of the transport and highways commitments within the Climate Change Action Plan.

2. To recommend that the Council's representatives on TfGM and the GMCA communicate the recommendation that the 'Right Mix' deliver carbon reductions in line with the Council's carbon budget.
3. To note that the Strategic Director (Growth and Development) will provide the requested data on car ownership across the city.
4. To note that the Director of Highways will advise whether there are any levers which can be used to discourage taxis licensed elsewhere from operating in Manchester, such as not allowing them to use bus lanes.
5. To request that the Walkability Study be shared with Committee Members.
6. That the Committee will consider the City Centre Transport Strategy and Movement Plan at a future meeting

[Councillor Johns declared a personal interest due to a research project he was undertaking on bus decarbonisation.]

ERSC/24/08 Annual Culture Report 2024

The Committee received a report of the Strategic Director (Neighbourhoods) which provided an annual culture update setting out the full work programme of the Council's culture team.

Key points and themes within the report included:

- The Council's investments in arts and culture;
- Cultural Impact Survey;
- Zero carbon;
- Loads to Do website;
- Manchester Culture Awards 2023;
- International partnerships and other collaborations; and
- Cultural Strategy.

The Committee also received a presentation which provided an overview of the Cultural Impact Survey 2022/23.

Key points and queries that arose from the Committee's discussions included:

- The importance of culture to the city and to welcome the achievements in this area;
- The decrease in volunteering and freelancers since the pandemic;
- Engagement with schools;
- Addressing the under-representation of non-white residents;
- How culture was defined including the role of smaller events outside of the city centre;
- The financial challenges facing the sector; and

- The importance of having spaces for creativity in local communities, to increase participation and engagement and to encourage and enable local residents to develop careers in the creative industries.

In response to comments about a decrease in volunteering, the Statutory Deputy Leader reported that the culture sector was still recovering from the pandemic, as well as being affected by the cost-of-living crisis and austerity, although investment in the sector had been maintained in Manchester. He acknowledged Members' points about culture encompassing a wide range of events and activities across the city, stating that the Cultural Impact Survey provided a snapshot of the organisations surveyed but that the team would look into how this could be expanded to capture broader cultural events.

The Policy and Programmes Manager (Culture) reported that the work on the Cultural Strategy indicated that the culture in people's lives was a lot more diverse than what was included in the Cultural Impact Survey, which was largely about the city centre-based cultural offer, based on the organisations which had responded to the Survey. She welcomed a Member's comment about work that a school in her ward had been doing and the good practice which could be shared more widely. She reported that the pandemic had highlighted the vulnerability of the freelance workforce and that positive initiatives had been introduced as a result of this.

The Director of Culture reported that it was a challenging environment for cultural organisations at present and that many were having to re-negotiate their Key Performance Indicators (KPIs) with their funders due to the impact of the pandemic and the cost-of-living crisis, particularly energy costs. He reported that the cost-of-living crisis was impacting on both the supply and demand sides, with the costs of staging a production increasing and audiences having less disposal income. He reported that the Government tax relief schemes had helped but that smaller organisations struggled to access these. He reported that cultural organisations in the city were working together, using creative and collaborative approaches, to get through this difficult period. In response to comments from the Chair about ticket prices, he reported that all the organisations that the Council provided funding to had affordable ticketing policies and made affordable tickets available but that, with costs increasing and no corresponding increase in funding, ticket prices were having to be increased.

The Principal Resources and Programmes Officer (Culture) advised that the decrease in volunteering was likely to be due to people not being able to afford to volunteer and organisations not being able to afford the costs associated with running a volunteering programme. He acknowledged Members' points about local culture, advising that cultural organisations based in local wards drove cultural engagement in those areas. He informed Members about a Place Partnership bid to the Arts Council and highlighted the Loads To Do website, which promoted low and no-cost events and activities, especially those in local neighbourhoods. He reported that the Cultural Impact Survey had been sent to approximately 200 organisations and that responses had been received from 22 funded organisations – which were required to respond – and 21 other organisations. He advised that there was quite a lot of work involved in responding to the survey and that consideration could be given to producing a less detailed version of the survey for the non-funded

organisations to encourage them to respond. In response to the Member's comments about having creative spaces in local communities, he informed Members that a Cultural Portfolio Board had been established to look into whether spaces in the city which were owned by the Council or partners could be viable places for cultural activity.

The Chair informed Members that the Committee would be scrutinising the Cultural Strategy in the next municipal year. He reported that he would raise his concerns about the re-organisation of music education with the Chair of the Children and Young People Scrutiny Committee to ascertain if her Committee would be scrutinising this.

The Statutory Deputy Leader reported that the city had worked to support freelancers during the pandemic, using a £500,000 donation from a philanthropist, but that this was only a fraction of what was needed and freelancers had been badly affected. He drew Members' attention to the role of MADE, Manchester's Cultural Education Partnership, while expressing concern about limited resources for this work. He recognised that more work needed to be done in relation to diversity and stated that the cultural organisations in the city were aware of this and he hoped that future reports would demonstrate progress being made.

Decision:

To note the report.

ERSC/24/09 Factory International – Manchester International Festival 2023 and Aviva Studios opening season

The Committee received a report of the Strategic Director (Neighbourhoods) which provided an overview of the information and data relating to Manchester International Festival (MIF) 2023 and the opening season of Aviva Studios from October to date.

Key points and themes within the report included:

- The impact of MIF23;
- The economic impact of MIF23;
- The opening season of Aviva Studios;
- Manchester City Council support for the Festival and Aviva Studios; and
- Performance against strategic objectives.

Key points and queries that arose from the Committee's discussions included:

- To welcome the city's achievements in relation to the Manchester International Festival and Factory International and to recognise the value of investing to achieve economic and social impact;
- Positive experiences of Manchester International Festival and events at Aviva Studios;
- Whether Factory International would be setting more ambitious targets for the coming year;

- The appointment of a new Chair of Manchester International Festival, which traded as Factory International and delivered MIF every two years; and
- Strengthening community engagement.

John McGrath, Artistic Director and Chief Executive, Factory International reported that Moira Sinclair had been appointed as the new Chair of MIF and, in response to Members' comments, he highlighted that it had a diverse Board which reflected the city's population. He provided clarification on the figures on job creation within the report, advising that most jobs created by MIF were temporary but that, with the establishment of Factory International, there were now approximately 140 permanent employees and he offered to provide further statistics. He highlighted the role of Factory Academy, the organisation's talent development scheme. He also highlighted Factory International's performance against its key indicators set out a 7.2 in the report and outlined how the targets might be amended in future, which he advised could include setting more ambitious targets for some indicators but also taking a more in-depth look in relation to some of the statistics, for example, looking at whether different parts of the city were accessing affordable ticket options rather than just looking at the overall figure on affordable ticket purchases. In response to a question about South Asian artists and audiences, he agreed that more work needed to be done on this and stated that his organisation was looking into some specific, targeted initiatives. He acknowledged a Member's comment about the economic impact of volunteers, stating that he would look into how this was assessed.

In response to a Member's question, Randel Bryan, Executive Director and Deputy Chief Executive, Factory International reported that economic impact included both visitor spend and Factory International's investment in artwork and productions. He highlighted some of the figures on economic impact from the report, advising that Manchester International Festival was still critical to the vision and purpose of Factory International. The Principal Resources and Programmes Officer (Culture) offered to provide clarification on the definition of "attendees" and "visits" used in the report following the meeting. The Chair requested that in future reports these definitions be clarified.

Menaka Munro, Head of Engagement, Factory International informed Members about the two key programmes for community engagement, Neighbourhood Organisers and the Community Partnerships Programme. She reported that Neighbourhood Organisers were paid roles working in specific areas of the city, developing audiences and providing the organisation with feedback on the needs of their communities and the way the organisation worked. She reported that this programme would develop and grow over the coming year, with additional Neighbourhood Organisers being recruited. She reported that the Community Partnerships Programme involved equitable contracts with a community venue, where Factory International provided £10,000 worth of support for their organisational and community development and worked with them to build the arts offer in their area and bring people into the venue to participate. She reported that Factory International was planning to recruit two further community partners.

Decision:

To note the report.

ERSC/24/10 Revenue Budget Update 2024/25

The Committee received a report of the Deputy Chief Executive and City Treasurer which provided a high-level overview of the updated budget position. It set out the latest forecast revenue budget position, and the next steps. Following the Provisional Finance Settlement announced on 18 December 2023, the Council was forecasting an estimated budget shortfall of £38m in 2024/25, £79m in 2025/26, and £90m by 2026/27. After the application of approved and planned savings, and the use of c.£17m smoothing reserves in each of the three years, the budget was balanced for 2024/25 and the remaining gap reduced to £29m in 2025/26 and £41m by 2026/27. This position assumed that savings of £21.4m were delivered next year.

Key points and themes within this report included:

- Changes to the budget position;
- Summary budget position;
- Budget consultation;
- Equalities impact and anti-poverty assessments;
- Scrutiny of the draft proposals and the budget reports; and
- Next steps.

The Executive Member for Finance and Resources stated that the Government's approach to the Local Government Settlement had been chaotic and only announced just before Christmas. He reported that the final announcement had resulted in a cut of 84% in the Services Grant and that this equated to a £6.1m cut for Manchester. He stated that this had resulted in an outcry from local authorities and MPs from all political parties. He stated that this situation needed to be understood in the context of 14 years of austerity and Government funding cuts and unfunded pressures such as inflation and population growth.

The Executive Member for Finance and Resources added that the Government had then announced an additional £500m for Social Care; however, local authorities were still facing a £4bn budget gap nationally, resulting in a number of local authorities serving a Section 144 notice and it was anticipated that more would follow.

The Executive Member for Finance and Resources commented that, despite this, Manchester had set a balanced budget and this had been achieved through diligent planning and management that had seen strategic investment in preventative initiatives; using financial reserves prudently and investment in activities that were important for Manchester residents, such as libraries; leisure centres, highways, parks and green spaces and reducing the carbon footprint.

The Executive Member for Finance and Resources stated that although Manchester had been able to deliver a balanced budget this year, the Council's financial position was expected to become even more challenging. The projected budget gap, even

after using reserves for 25/26, was £29m in 2025/26 and £41m in 2026/27. He expressed concern that the Government had continually failed to listen to local authorities.

The Chair supported the Executive Member for Finance and Resources' remarks in relation to the national Government and the impact of its decisions and actions on local government.

Key points and queries that arose from the Committee's discussions included:

- That there was widespread concern about the cuts to local government and the impact on public services that people valued;
- That the impact of cuts over 14 years could be seen in neighbourhoods and to welcome the decision to establish the Neighbourhood Infrastructure and Renewal Fund;
- Praise for the Executive and officers who had made difficult decisions which had meant that Manchester was not in the position that some local authorities were and welcoming that the city was continuing to invest to achieve its goals; and
- How the Council ensured that the most vulnerable people in the city continued to receive the support they needed when budget decisions were made.

The Executive Member for Finance and Resources reported that the Council had worked to protect the most vulnerable residents over 14 years of cuts and would continue to do so. He advised that the Council had invested in early help and preventative work to reduce demand; however, he reported that there was still a high level of demand and that the crisis in the NHS and adult social care, as well as private sector profiteering in relation to children's placements, presented ongoing challenges. He reported that the Neighbourhood Infrastructure and Renewal Fund would continue for a further two years.

Decision:

To note the forecast medium term revenue budget.

ERSC/24/11 Growth and Development Budget Proposals

The Committee received a report of the Strategic Director (Growth and Development) which provided a further update on the priorities for the services in the remit of this Committee and detailed the changes to the initial revenue budget options proposed by officers in November 2023. The Committee was invited to consider the proposed budget changes that were within its remit and to make recommendations to the Executive before it agreed to the final budget proposals on 14 February 2024.

Key points and themes within this report included:

- Service overview and priorities;
- Service budget and proposed changes;
- Commissioning and procurement priorities;

- Workforce implications;
- Equality and anti-poverty impact; and
- Future opportunities, risks and policy considerations.

The Executive Member for Housing and Development supported the earlier comments about the impact of Government cuts on local government, including on areas like Growth and Development. He reported that this was an area which brought funding into the Council and supported the Council's strategic objectives, highlighting new social housing, investment in Extra Care and accommodation for Looked After Children. He praised the work of officers in bringing in as much external funding as possible to support this work.

The Executive Member for Skills, Employment and Leisure drew Members' attention to the areas of the report within his portfolio, in relation to Work and Skills, the Manchester Adult Education Service (MAES) and digital inclusion. In particular, he highlighted the emerging budget pressure on MAES from increased costs, stating a commitment to continue to provide the existing service and to seek options to mitigate these pressures in future. In response to earlier comments, he stated that, while the Council had worked hard to mitigate the impact of Government cuts on Manchester residents, the cuts had had an impact on residents and the Council was not able to provide all the services it would want to.

The Chair emphasised the importance of protecting MAES from service reductions, advising that this was an example of investing to save as it equipped people with the skills to contribute to the economy and reduced service demand in other areas. Noting the reference in the report to future pressures from the legislative changes in building safety requirements, he recommended that the Committee receive a report on this in the next municipal year.

In response to a question from the Chair, the Director of Highways reported that penalty charge notices for parking contraventions were set out in statute and that the Council did not have the power to increase the level of the charge. In response to a further question, he confirmed that the Council did have powers to increase parking fees. The Head of Finance (Corporate Core) reported that the recommendation that Highways external charges be increased by up to 5% related to a range of income streams within Highways which the Council was able to control. In response to a further question from the Chair about why these were not being increased by the average rate of inflation of 8%, he reported that 8% was the average rate of inflation over the last 12 months but that the forecast figure for 2024/25 was lower and that, in setting the level of the increase, consideration had been given to both the Council's financial position and protecting residents and businesses from increased costs.

In response to a Member's question about the Government's plans on the sale of council assets, the Executive Member for Finance and Resources reported that this related to councils which were in serious financial difficulties and that Manchester was in a stronger position. He informed Members about the role of the city's Strategic Asset Management Board, which looked at Council land or premises that were not in use and identified the best option for them. The Executive Member for Housing and Development provided further information on this, outlining some of the options that could be considered for the land, such as social and affordable housing,

schools and other facilities and, where land was sold, reinvesting the income in providing more affordable housing.

The Strategic Director (Growth and Development) reported that, unlike some local authorities, the Council had not acquired assets elsewhere to generate revenue and that the Council was not concerned by the recent Government announcement on the sale of council assets. She reported that the Council did have land assets within the city, some of which were part of the commercial and investment estate and generated income and others which were used as levers to shape the development of the city.

Decisions:

1. To note the proposed changes which are relevant to the Committee's remit.
2. To receive a report on the legislative changes in building safety requirements in the next municipal year.

ERSC/24/12 Overview Report

A report of the Governance and Scrutiny Support Unit was submitted. The overview report contained key decisions within the Committee's remit, responses to previous recommendations and the Committee's work programme, which the Committee was asked to approve.

Decision:

That the Committee note the report and agree the work programme.

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**Manchester City Council
Report for Information**

Report to: Economy and Regeneration Scrutiny Committee - 5 March 2024

Subject: Work and Skills Strategy 2022-2027 Update

Report of: Director of Inclusive Economy

Summary

The Work and Skills Strategy 2022 – 2027 sets out how the Council will use learning and employment to meet the Our Manchester Strategy vision of being a more highly skilled city, and how we will create a more inclusive and zero-carbon economy in Manchester, where more of our residents are connected to our city's success. This report provides a progress update and the next steps for the delivery of the strategy's 5 key themes.

Recommendations

The Committee is recommended to note progress on the themes of the Work and Skills Strategy delivery.

Wards Affected: All Wards

<p>Environmental Impact Assessment - The impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>	<p>By promoting and implementing initiatives that enhance carbon literacy, green skills, and related employment opportunities, we aim to support Manchester's zero-carbon target. Carbon literacy will empower individuals and organisations to reduce their carbon footprint and contribute to the global effort to mitigate climate change. Green jobs and employed residents will foster a more sustainable infrastructure and economy that aligns with the environmental and social values of our city.</p>
<p>Equality, Diversity and Inclusion - The impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments</p>	<p>The 'Progressive and Equitable' theme of the Work and Skills Strategy aims to address the inequalities and barriers that prevent some residents from accessing work (such as race, age, or health). Employability skills and training opportunities are offered to support these people. As part of the theme, the council works closely with VCSEs and other organisations that offer tailored support for disadvantaged groups. This allows us to understand the needs of the community and create a more equitable city.</p>

Manchester Strategy outcomes	Summary of how this report aligns to the Our Manchester Strategy/Contribution to the Strategy
A thriving and sustainable city: Supporting a diverse and distinctive economy that creates jobs and opportunities	This report outlines the creation of an inclusive economy with fair and good quality opportunities created by supporting development and growth by developing and engaging with local businesses.
A highly skilled city: World class and home grown talent sustaining the city's economic success	The Work and Skills Strategy aligns with the Manchester Adult Education and Skills Plan 2016–2025 which outlines how adult education and training providers will make Manchester the UK's top city for adult education and skills, delivering training and qualifications for adult residents. As part of this, the Work and Skills Strategy ensures that the council connects adult education services with employers and labour market information.
A progressive and equitable city: Making a positive contribution by unlocking the potential of our communities	The Work and Skills Strategy aligns with the Manchester Poverty Strategy; the activity outlined in this report demonstrates the support for people to access employment and better-quality employment as a route out of poverty. This is being done by working to remove barriers, supporting all our residents to thrive from a skills perspective, and by contributing to improved health and wellbeing.
A liveable and low carbon city: A destination of choice to live, visit, work	The Manchester Climate Change Framework is supported by the Work and Skills Strategy, which is done by supporting the development of the skills we need to transition to a zero-carbon economy.
A connected city: World class infrastructure and connectivity to drive growth	By increasing the supply of training opportunities that enable our residents to access services and employment in an increasingly digitised world, the work produced in line with the Work and Skills Strategy aligns to the Our Manchester Strategy.

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

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Background documents (available for public inspection):

- Work and Skills Strategy Update 2022-2027 – Executive – 29.06.2022
- Oxford Road Corridor – Economy and Regeneration Scrutiny Committee – 7.11.2023
- Making Manchester Fairer – Economy and Regeneration Scrutiny Committee – 5.9.2023
- Labour Market and Recruitment – Economy and Regeneration Scrutiny Committee – 9.3.2023

1.0 Introduction

1.1 The Work and Skills Strategy 2022-27

1.1.1 The Work and Skills Strategy 2022-2027 succeeded the Work and Skills Strategy 2015–2020, building on its success and taking into consideration the significant changes we have experienced in the city since that strategy was produced. This report sets out positive progress and good outcomes to date and includes achievements, challenges and measurement and evaluation of the strategy. The report also includes an in-depth case study on work and skills delivery through the Oxford Road Corridor.

1.1.2 The strategy aims to address many of the challenges faced by the City’s economy seeking to improve the lives of our residents and grow Manchester businesses further. It also aligns with our broader goals of becoming a more inclusive, prosperous and zero carbon city.

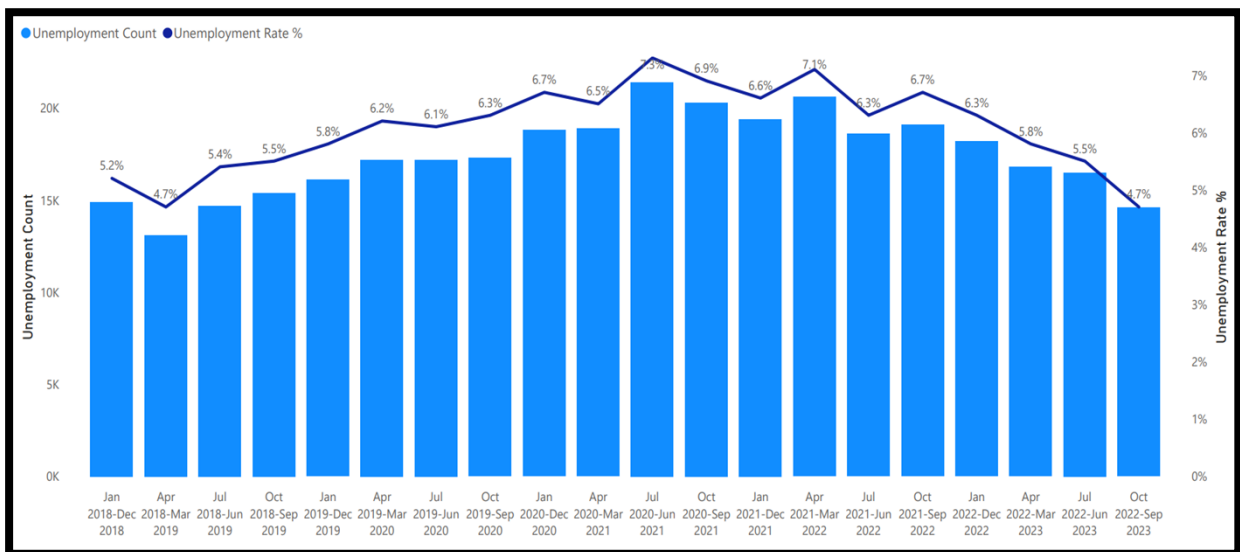
1.1.3 To emphasise and effectively monitor these goals, the strategic priorities are under five key themes, in line with the Our Manchester Strategy:

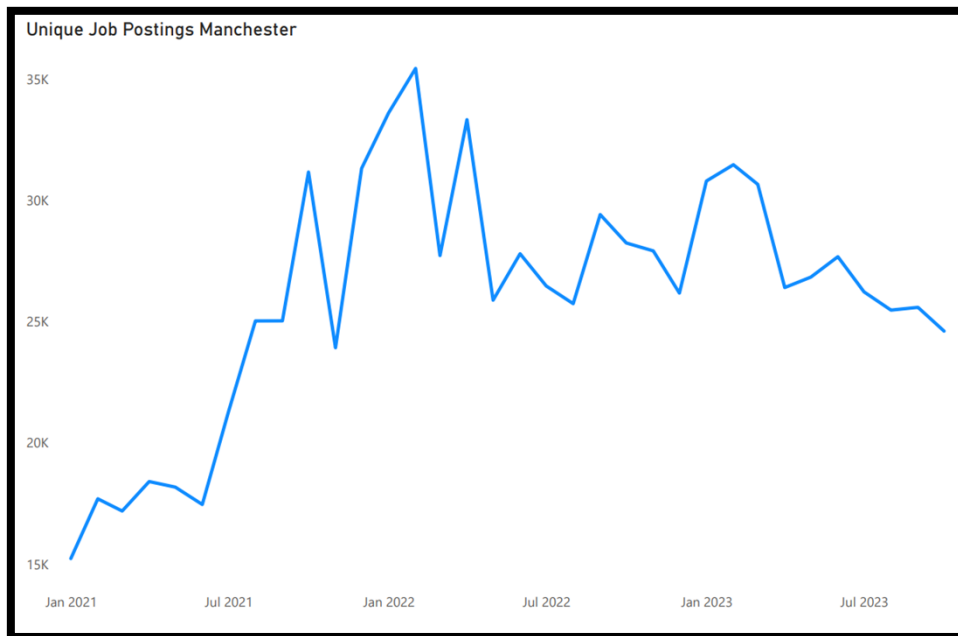
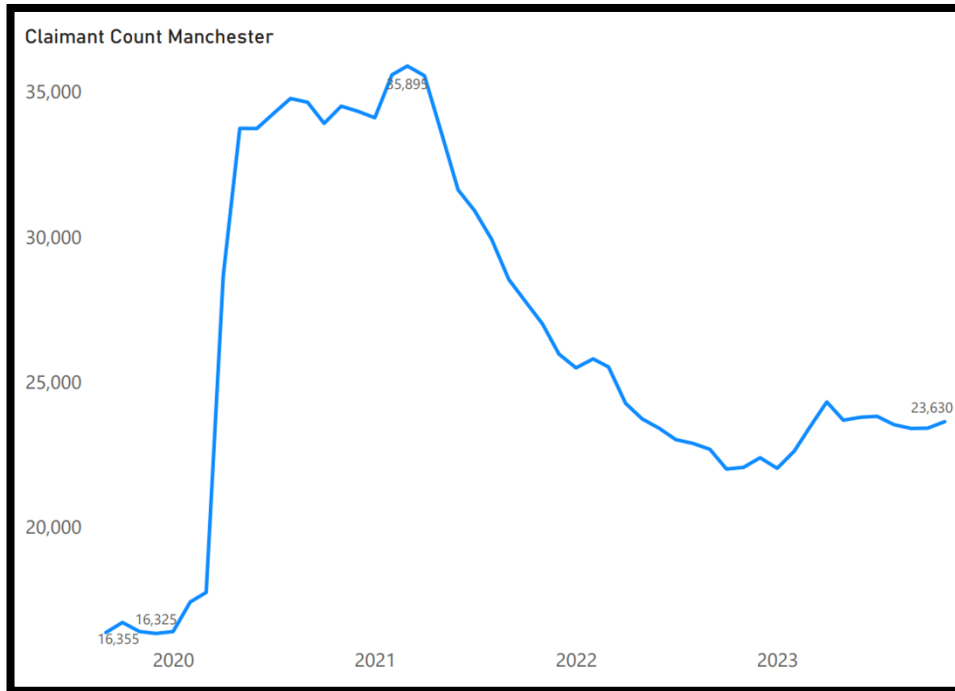
- A ‘Thriving and Sustainable’ city
- A ‘Highly Skilled’ city
- A ‘Progressive and Equitable’ city
- A Liveable and Zero Carbon city’
- A ‘Connected’ city

2.0 Background

2.1 City Context

2.1.1 The City is the centre and driver of the GM economy and is subject to the impact of national and international factors such as high inflation, recession, low growth and the long term effects of Brexit and Covid on the labour market.





2.1.2 The presented graphs depict trend data spanning the period following the Covid pandemic, specifically focusing on resident unemployment rates, unemployed claimant counts, and job vacancies. Analysis of the data indicates that unemployment rates reached their peak during the Covid period. However, current data reveals that unemployment rates have now declined below pre-Covid levels. Additionally, the claimant count and job vacancies both experienced an increase during the pandemic. Although the claimant count has since decreased, it remains higher than pre-Covid levels. Furthermore, while the recent number of job vacancies has decreased

compared to January 2022, it still exceeds the levels observed during the Covid period.

- 2.1.3 The recent percentage of residents of Manchester residents qualified to L4 is 52.5% in December 2022. This was an increase from December 2021, which was 44.7% There was also a positive change in the percentage of residents with no skills which decreased to 9.2% from 10.3%.
- 2.1.4 The percentage of Manchester residents paid the Real Living Wage was 84% in March 2022. In March 2021, the percentage was 76.9%.
- 2.1.5 In November 2023, the percentage of 16-17 year olds who were NEET or unknown was 9.4%, an increase of 1.8% compared to November 2022, which was 7.6%

2.2 Strategic Context

2.2.1 The Work and Skills Strategy 2022-2027 works in conjunction with various other strategies to deliver the holistic approach and activity needed for successful outcomes. The examples of activity and progress within section 3 of this report are integrated into the delivery of one or many of these strategies, for example the Ambition In-Work Progression service responds to all of the strategies below.

- Making Manchester Fairer - The Strategy responds to the recommendations made in the Marmot report 'Build Back Fairer in Greater Manchester', which makes clear connections between work and health outcomes.
- The Anti-Poverty Strategy – Supports this strategy by providing support for people to access employment (and better-quality employment) as a route out of poverty.
- The Manchester Adults Education and Skills Plan 2016-2025 - This plan sets out the actions that adult education and training providers will take to make Manchester the best city in the UK for adult education and skills, with the delivery of training and qualifications for our adult residents.
- Investing in Success An Economic Strategy for Manchester – A 10 year plan to grow Manchester's economy and make it more inclusive.
- The Manchester Digital Strategy 2021– 2026 – The Digital Strategy will support business growth, employment, skills and training in the digital sector specifically.

2.2.2 Greater Manchester Trailblazing Devolution provides an opportunity to secure significant structural changes to the City Region economy that supports the delivery of outcomes. These opportunities include an integrated technical education city region with a single funding settlement, simplified adult skills

fund, streamlined commissioning of future programmes with DWP and the NHS.

3.0 Headline Achievements

3.1 Thriving and Sustainable

- 3.1.1 The Work and Skills Team have co-ordinated Small Medium Enterprise (SME) roadshows across the City. These took place in Chorlton, Wythenshawe, Newton Heath and Fallowfield. Over 200 SMEs have been proactively engaged, accessing information on practical advice, guidance and support to facilitate growth.
- 3.1.2 The GM Business Growth Hub works well with partners in the City to achieve a 10:1 return on investment with over 2,537 jobs recreated and 849 safeguarded and 75% of clients increasing productivity. The Growth Hub delivers mentoring, leadership and social impact programmes with strong delivery in Manchester. The work of the Growth Hub is the subject of a separate report to this Scrutiny committee.
- 3.1.3 The inward investment pipeline into the City remains strong and is a strong driver of growth. The Work and Skills Strategy has focused heavily on bespoke recruitment and skills plans to ensure residents can access opportunities created through investment. This is illustrated through the work that has taken place to support Co-Op Live and Treehouse Hotels to establish their offer and sequence recruitment with partners to build a workforce ready for the respective launch dates.
- 3.1.4 The City's main locality business networks continue to provide effective ways to strengthen business in the most disadvantaged areas of the City and also deliver social, economic and education outcomes to residents.
- BW3 in Wythenshawe has delivered Aspirational Mentoring training to new mentors in 2023. Reading mentoring has been delivered in local schools while cultural experiences were provided for pupils. The numbers at Work Programme supported 50 pupils to better understand the importance of maths.
 - The North Manchester Business Network continued to grow its membership in 2023 through its enhanced marketing and branding offer. The What's My Job scheme delivered 9 career aspirations sessions to 570 pupils through 90 business volunteers.
- 3.1.5 The GM Good Employment Charter has provided an effective tool for strengthening good employment in the City and supports our health equality work - as good employment supports good health. Manchester currently has 111 full members whereas in 2022 there were 66. Good Employment Work in June 2023 saw strong delivery from the Manchester partners raising the awareness of what good employment means. During that week, the Work & Skills Team delivered several activities including an Old Town Hall Podcast, a

Disability Confident event in Wythenshawe and an Age in Employment roundtable with residents in Burnage (the events included 100 attendees).

- 3.1.6 The City's approach as an accredited Living Wage Place is paramount to developing an inclusive economy that lifts residents out of poverty. Targets for 2023/24 have been exceeded for the number of new Real Living Wage employers 290 (target of 208) uplifting the earnings of 8,973 employees (target of 6,056). The success achieved to date is welcomed, although we recognise there is more to do.
- 3.1.7 Flourish Together CIC has provided a range of services, grant funded by MCC, for women social entrepreneurs. In 2023 37 women took part in a newly developed Finding Financial Security programme. 28 Organisations received intensive support for funding and bid writing, with 46% of those securing funding as a result. The Manchester Social Economy Alliance is a continuation of this work and was launched in September 2023.
- 3.1.8 In response to the Cost of Living Crisis and a rise in residents on Universal Credit but in work the City developed a new service to target residents on low incomes. The Ambition In-Work Progression programme is delivered through Manchester Adult Education Service and provides a key worker service with tailored action plans. Since the launch in July 2023 the service has started to support 40 residents against a target of 300 over the 2 year life span. Outcomes to date include 4 residents moving into better employment and 9 with improved skills. All participants have reported improved confidence.
- 3.1.9 The Council facilitated the development of the North Manchester Social Benefits Framework, which enables partners across North Manchester to work collaboratively to achieve social value outcomes for residents. This includes a commitment to moving Manchester residents into sustainable, good quality and living wage employment opportunities. The North Manchester Strategy developments (Victoria North, North View and North Manchester General Hospital) have delivered strong social value enabled outcomes for residents. 2,553 jobs have been created, sustained or retained and paid at the Real Living Wage. 14% of these roles have been filled by Manchester residents with 45% filled by residents within the catchment area of the Hospital. 3,110 hours of volunteering have been committed by contractors. This work has been possible through a multi agency approach to enabling contractors to maximise their social value offer to local need and opportunities.

3.2 Highly Skilled

- 3.2.1 The Council's new NEET Prevention Reduction Service (NPRS) contract commenced in April 2023 to support increased participation by young people. This service has been strengthened, extended and deepened by the UK Shared Prosperity Fund (UKSPF) NEET provision that began in November 2023, replacing European funded provision. The UKSPF NEET programme is funded by GMCA through MCC. MCC was a strong advocate for GMCA to utilise this funding by building on existing successful provision. Career Connect delivers the NPRS and UKSPF NEET provision on behalf of MCC.

This provision provides essential support to our most disadvantaged young people across the city to enable them to access employment, education or training. An example of this work includes the Wythenshawe Youth Employment Pilot delivered by Career Connect which provided 5 employment opportunities to 16 and 17 year olds including the completion of CSCS card training with all moving up a level in English and Maths. Over the lifetime of the Strategy the NEET rate has widened as the City manages the wider post 16 sufficiency challenge with GMCA, the post 16 sector has worked with Government to provide more provision and places for young people.

- 3.2.2 National Apprenticeship Week continues to provide a focal point to raise awareness of opportunities and co-ordinate partnership activity, this included a specific event in Wythenshawe at which 182 residents attended to better understand opportunities from 26 employers. The City's digital apprenticeship offer has been further strengthened by ADA (national College for Digital Skills) moving to their new larger premises in March 2024 enabling more Manchester residents to access and prosper from degree level digital apprenticeships. ADA is a partner in the recently established GM Institute of Technology (IoT) model to deliver high level STEM skills for the economy.
- 3.2.3 Plan BEE aims to increase the number of Manchester residents accessing higher technical opportunities. The first graduation completed with all 10 learners passing Level 4/5/HNC and all matched with permanent employment via the sponsored employers consortium. 20 new apprentices were recruited for the September 2023 cohort.
- 3.2.4 The Council's Our Town Hall project has seen the creation of 33 apprenticeships and 54 work placements in 2023 demonstrating how developments can play an important role in creating opportunities.
- 3.2.5 On 14 February 2024 it was announced the city of Manchester was successful in our application to be part of the UNESCO Global Network of Learning Cities. Our approach to being a City of Lifelong Learning had been mobilised as we awaited news on the International stage of the application (we had been approved at the UK national stage in Summer 2023). The City of Lifelong Learning work has brought together over 150 partner organisations as part of making Manchester the best city for adult education and skills by 2025. Our approach focuses on knowledge exchange, building capacity and increasing the impact of inward investment on lifelong learning.
- 3.2.6 Adult skills fairs have been held across the City to directly promote opportunities within communities. The multi-agency fairs have taken place in a variety of locations (Wythenshawe/Heaton Park/Gorton/Arndale City Centre) The events have engaged over 1000+ residents onto the various skills offers available in the City and has proven to be an excellent approach to promoting skills provision to hard-to-reach residents.
- 3.2.7 12 Manchester Work clubs have been supported to establish bespoke work and skills plans to strengthen their offer to residents an important element of engaging the community and widening participation in the Adult Education

Budget offer. This has included connecting 3 services with the National Careers Service, 1 centre has hosted an adult skills taster event, via Multiply and 2 more are scheduled, the Manchester Deaf Centre has also been successfully supported to apply for British Sign Language funding.

- 3.2.8 The Manchester Adult Skills Network has developed a CEIAG framework co-designed by 15 training providers. The CEIAG Framework aligns with pre-19 Gatsby Benchmarks. The framework is in the final stages of development and it will be rolled out by providers to support adults to receive a consistent and quality CEIAG offer.

3.3 Progressive and Equitable

- 3.3.1 The Making Manchester Fairer Action Plan has provided a central theme to activity in the Progressive and Equitable theme. The City's response has been shaped by Communities Experiencing Racial Inequalities (CERI) and economic inactivity related to health conditions, disability and looking after family or home.

- 3.3.2 In the last 18 months we have worked closely with GMCA to influence and shape the commissioning of UKSPF. This includes ensuring that the proportion of the funding we receive matches the scale of need in Manchester. The provision will be place-focused and enable community level organisations to bid for funding to engage residents who are economically inactive. Around £18m of newly commissioned programmes have or will start in 2023/24 delivering across GM and in Manchester. All these programmes have had a significant contribution in the design and implementation phase to ensure they are shaped to reflect Making Manchester Fairer. Manchester's influence on these programmes has focused on ensuring they are designed to provide culturally competent services for Communities Experiencing Racial Inequality, they are targeted on need and are integrated into grassroot community based provision. These programmes include:

- Support to Succeed started in January 2023 to support complex adults who are economically inactive with a focused offer for participants aged 50+. The programme is GM wide, funded by UKSPF and it will be aligned to the UKSPF Community Grants.
- Individualised Placement Support in Primary Care (IPSPC) started in September 2023 supporting those with physical as well as mental health disabilities into employment. The programme is designed on a 'place and train' model with rapid job search from the start. The programme is delivered by the Growth Company across Manchester and will run through to March 2025 engaging with 324 Manchester residents, 243 of whom will be out of work and 81 will be in employment. Work has taken place to create the right referral pathways from Be Well, Mental Health (Living Well) and Adult Social Care teams. IPSPC provides valuable extra resource to increase employment for people with a disability and has been influenced to provide targeted support in the North and South of the City integrating and co-locating with health teams.

- Pioneers Work and Health Programme (WHP) started in later 2023 and is delivered by the Growth Company to support 1,500 residents with health conditions or disabilities through a supported employment place and train model who have not been able to access the main WHP.

3.3.3 The City has seen partnership delivery across several work and skills projects for CERI. These projects have been co-ordinated through a Multi Agency Economic Inactivity Task and Finish Group sponsored by the Work and Skills Board.

- In early 2023 the Pathways to Work for Muslim Women project ran a series of workshops to encourage labour market participation. The insights showed a lack of accessible provision, the need for lived experience in designing of interventions and the importance of Islam in engagement strategies moving forwards.
- The Get Me Work Ready project was delivered by Alchemy Arts and MAES in early 2023 commissioned by MCC focusing on Pakistani and Bangladeshi women in Cheetham and Crumpsall. 35 women attended over 12 workshops to support them to move closer to the labour market and provide learning to inform design of future programmes. 16 went into employment and 7 went into education. The learning included that engagement must be culturally appropriate, the impact of culture and religion has an impact on views on employment, trust must be built and engagement with employers is key to delivering outcomes.
- Manchester, Salford and Bury jointly commissioned JEWEL to support and engage the Orthodox Jewish community in North Manchester and surrounding areas. The programme provides a bespoke service that was delivered over 34 interventions or sessions with 11 Manchester residents accessing these and 7 of moving into employment or training. All of those accessing the service report improved confidence, resilience and personal development.
- Future work is planned building on learning to support African, Caribbean and mixed white/black heritage backgrounds in Moss Side in 2024/25.

3.3.4 Recruitment fairs have been held at the City Library to support employers engage large numbers of residents. Over 1,000 residents have attended 5 events since November 2022. 7% of those attending have a disability, and 56% are from a Community Experiencing Racial Inequality. 15% of residents are from the North of the City highlighting the importance in reaching disadvantaged communities.

3.3.5 Partners continue to work intensively with Manchester Airport Group to meet some of their labour market shortages with 700 residents attending Airport careers events at Wythenshawe Forum in 2023. In Wythenshawe over 1,500 local residents have been supported in labour market activity through the Wythenshawe Skills and Employment Group comprising over 20 partners. In

the last 12 months we have also worked alongside Manchester Foundation Trust (MFT) to support local recruitment and continue to explore a partnership with GMMH. Health organisations are key anchor institutions with a core role in increasing employment from Manchester residents through local recruitment activity, providing good quality employment.

- 3.3.6 Age Friendly employment work has been delivered through Manchester's Over 50's Employment Support Group, a collaborative team including Work & Skills, DWP, housing providers, MAES, Growth Company, Ingeus and voluntary sector groups continues to develop and deliver a range of initiatives tailored to the needs of older jobseekers. We are supporting the DWP's 50+Choices programme including webinars to support employers to adopt age friendly practices. The Uncertain Futures Project continues to enhance the understanding of activities including employment to support healthy ageing and this featured in a recent World Health Organisation (WHO) report. We will be visiting the City's employer networks to promote the GM Age Friendly Toolkit with the intention that more employers will review their recruitment practices to be more inclusive and attract and retain older workers.
- 3.3.7 The Working Well Work and Health programme began in March 2018 and will run until 2024. It is delivered across Manchester by the Growth Company, with referrals made via Jobcentre Plus. The programme performs well with 2,322 participants moving into work (converting 22% of all referrals and 42% of all programme starts into work outcomes). This programme is vital to tackling long term unemployment to prevent residents moving into economic inactivity.
- 3.3.8 Work Clubs continue to engage the most disadvantaged Manchester residents. In 2022/23 a total of 4,636 residents were engaged by twenty-two funded work clubs across Manchester, 771 (16%) of which secured full or part time employment and 649 (14%) were supported into volunteering opportunities. The number of clients that accessed digital support was 2060 (44%). 1538 (33%) of clients were undertaking pre-employment training, 819 (18%) clients referred into further learning (i.e., MAES and The Manchester College) and 695 (15%) clients attended pre-entry level ESOL. In the first 6 months of 2023/24 all metrics are ahead of the previous year demonstrating excellent progression from this commission. The Work Clubs have also been financially supported to develop their services in relation to Equality Diversity and Inclusion (EDI) training, Net Zero Carbon training and integrating Adult Education Budget delivery into their offer.

3.4 Liveable and Zero Carbon

- 3.4.1 The City maximised exposure of Green Careers Week (GCW) 2023 with activities including promoting GCW webinars, directing people to the Zero Carbon MCR website and sharing resources relating to the green sector. The City prepared and rolled out an 'Every job a green job' toolkit. The toolkit was prepared to support schools and careers advisers to help our vulnerable young people better understand jobs and careers available to them. The toolkit was rolled out in November 2023

- 3.4.2 We continue to work closely with GMCA providing support and promotion of commissioned activities to improve the provision of green skills in Greater Manchester. We have engaged in wider GM provision including the launch of the Green Skills Academy in Trafford Park delivering the Journey to Net Zero programme - a fully funded training programme available to every working person in Greater Manchester.
- 3.4.3 The MAES Sustainability Project 2022/23 delivered Carbon Literacy and Train the Trainer programmes - 118 MAES staff were trained resulting in 945 learners undertaking carbon literacy activities. Carbon Literacy training was also provided to the city's Work Clubs (WC) with 12 WC staff receiving accreditation. This enables awareness raising and new skills in liveable and zero carbon in Manchester's learners.
- 3.4.4 The Strategic Housing Retrofit contract including decarbonisation work will support the recruitment of local people experiencing disadvantage. The social value from this programme to improve Manchester homes will also support community infrastructure through volunteering and funding.

3.5 Connected City

- 3.5.1 Manchester was named number one city for Digital Inclusion support across the UK, according to analysis by Uswitch. The report identified that for every 100,000 people in Manchester, there were 11 digital inclusion hubs. Digital inclusion provides opportunity for enhancing digital skills and pursuing career pathways.
- 3.5.2 The rollout of the National Databank sim cards via all of the MCC libraries has been successful. A total of 2,000 have now been donated via the team and via libraries. This has been invaluable during the cost-of-living crisis and supported the libraries as warm spaces. The most digitally excluded parts of the City have seen strong delivery with 178 free SIM cards provided in Wythenshawe.
- 3.5.3 In January 2023 we received 200 Geobooks from a social value contract with XMA. We have since gifted 104 of these to 33 community organisations, to lend to residents. We received significantly more expressions of interest than we were able to meet, and are seeking more free devices from XMA to meet the demand. We have delivered some of the remaining 96 Geobooks to individual residents, including people who had called the Council's Cost of Living Advice line.
- 3.5.4 We have continued to deliver the Care Leavers Project. Care leavers have been given a combination of devices, data and skills support. In 2023 devices have been donated to approximately 160 care leavers.
- 3.5.5 We have promoted libraries as donation points for the Community Computers refurbished device scheme and the number of donations has increased significantly during this period. Community Computers have sold 200 refurbished devices to residents in this period.

- 3.5.6 We launched a digital toolkit, to support community organisations become digital services. The Council will financially incentivise local community organisations that implement elements of the toolkit. This will encourage organisations to embed elements of digital inclusion including becoming a national databank centre, taking on digital champion volunteers, offering digital training etc. AEB provision has been inbuilt into the toolkit, which is an engagement approach at an entry skills level, as a progression referral route.
- 3.5.7 GMCA secured approximately £7m, in April 2023, for Skills Bootcamps (funding to be spent by March 2024). This funding runs parallel to the national Bootcamp programme (funded via the Department for Education). The Bootcamps aim to help reduce the skills shortages across Greater Manchester's economy, for those aged 19+, providing sector specific training and guaranteed interviews with employers. The programme is fully funded for unemployed residents and co-funded, by employers, for existing employees. Digital bootcamps feature heavily as part of the offer which also includes construction, green energy, manufacturing, hospitality, health and social care, residential childcare, security and events, logistics and education sectors.
- 3.5.8 The Council is working with industry, Bootcamp training providers and GMCA, to maximise the uptake, develop existing delivery to align with employer needs and feed into the co-design of future Bootcamp commissions. Outcome data on the Bootcamps is currently confidential though shows impact in terms of female, CER1 and sustainable employment. The next commissioning cycle for Skills Bootcamps will open in early 2024, with funding and new commissioned training scheduled to be announced around May/June 2024.
- 3.5.9 The University of Manchester will lead on the production of a Digital Skills Framework (DSF) for the city in collaboration with the Council and GMCA. This project is part of the UNESCO City of Lifelong Learning programme of work. The DSF will move beyond essential into enhanced digital skills. The GM Framework aims to increase the understanding of digital skills to providers, employers and others in the digital skills system to support digital skills gaps to be filled. Manchester's Digital Skills Network will be essential in supporting the production of this GM level Framework due to the scale and strength of digital business in the City.

4.0 Case Studies

4.1 Case Study Oxford Road Corridor – Work and Skills Interventions

The Economy and Regeneration Scrutiny Committee received a report in November 2023 detailing how the Oxford Road Corridor facilitates and promotes innovation, commercialisation and employment growth in Manchester. The Committee requested further details on how the Oxford Road Corridor supports the delivery of the Council's Work and Skills Strategy thus contributing to the City's inclusive growth agenda. This case study provides a snapshot of some of the activity being undertaken.

At the heart of the Oxford Road Corridor's 2030 vision is an ambition to transform lives through research, innovation, skills and education. The Oxford Road Corridor is home to over 84,000 students across three universities¹, as well as one of the largest university affiliated hospital trusts in the country². The area accounts for over 84,000 jobs across a wide range of sectors and occupations. A key component of the partners approach is to inspire and raise ambition amongst young people who may not believe that a university education is for them, or that the opportunities created on the Corridor are within their reach.

Manchester Metropolitan University's award winning *First Generation Scheme* supports young people who would like to go to university, but whose parents didn't have the opportunity. The programme starts in Year 12, supports the students as they consider, choose and apply for university, and continues throughout their time at Manchester Met. Those who progress to the University through the programme receive a £1,500 cash bursary plus ongoing support and opportunities to develop their networks and experience. As of September 2023, a total of 710 students had joined the University as First Generation Scholars. The programme recruit students from some of the most disadvantaged and under-represented areas, and 70% of all First Generation Scholars identify as being from a Black, Asian or Minority Ethnic background and 15% identify as having a disability.

Manchester Metropolitan is also a leading provider of *degree apprenticeships*, rated Outstanding by OFSTED and named the UK's top rated university provider for the fifth consecutive year in 2023. The University has partnered with over 500 employers supporting them to grow talent and reduce skills shortages, while providing an option for those who would not have chosen a traditional degree. Over 40% of participants are first generation, 36% from deprived areas; in 2023, 630 apprentices graduated.

This activity complements programmes aimed at primary and secondary students underrepresented in HE with a particular focus on those on free school meals, looked after children (in care of the local authority), service children and those with additional needs. The University also runs a Saturday school for local primary pupils, providing English and maths support, delivered by current students. Each year these programmes engage over 1,500 pupils.

The University of Manchester's *Manchester Access Programme* is a skills-based programme to help prepare local Year 12 students for university. The programme aims to ensure that talented, capable students can benefit from a university education, regardless of their background and identity. Benefits include a reduced offer in A-level grades, advice and guidance in applying for university, support to increase research and academic skills, and for those choosing to study at UoM, access to a scholarship fund. In 2023, 657 students enrolled on the programme with 488 completing and 170 of those progressing on to a degree with UoM. The University's flagship widening participation programme, *Gateways*, allows learners in Years 7 to 9 to participate in a series of academic enrichment and higher education awareness activities. It is targeted at talented local pupils who have the ability to progress into HE,

and are from backgrounds that are currently under-represented. In 2023/23 over 1,000 pupils from across 30 schools attended at least one of the 25 gateway events, and around 450 students each year complete the access programme.

At a leadership level, UoM's *School Governor Initiative* provides local state schools with staff and alumni to sit on the board of governors to support the raising of educational standards. More than 1,200 staff and alumni give 2,736 days of support each year. Those schools participating have received higher than average inspection ratings.

UoM ran an *access-to-work programme* in partnership with The Works, focusing on business admin and customer skills. This builds on the sector-based academies that have been run previously on catering and building attendants. The programme ran in November 2023 and was for individuals who were long-term unemployed. 15 people attended the course over a two-week period, all individuals who attended obtained a Level 2 accreditation in business admin and customer service. Five appointments were subsequently made, who are still employed by the University and are currently on two year Fixed-Term Contracts.

UoM also seek to drive employment benefit and social impact through large scale development projects. The *MECD Social Impact Scheme* in partnership with Balfour Beatty created 182 jobs and apprenticeships for local people, some of whom were previously homeless or in the prison system.

In addition, all three universities participate in the *Greater Manchester Higher* partnership, which offers support and impartial advice for Year 9 up to college students on pathways to HE. Collectively in the academic year 2022/23 partners delivered:

- 91 activities
- 2,843 unique learners engaged.
- 21 campus visits
- 26 subject specific activities
- 8 multi-week/day projects
- 1 in-school mentoring programme
- 3 summer schools
- 27 in-school information, advice and guidance sessions
- 2 teacher CPD events
- 1 Parent & carer event

This included the *Support for Care Leavers* programme – an 8 week programme for Year 8 and 9 students.

MFT's Widening Participation Programmes are fundamental to their ambition as an anchor organisation to address social determinants of health within the local population and support the aims of MFT and the NHS People Plan to grow their future workforce. In 2022/23 inclusion on their programmes surpassed MFT benchmarks for sex, ethnicity and disability and Manchester

benchmarks for ethnicity and disability. They were awarded Gold in the HEE Work Experience Quality Mark and Gold in the Ministry of Defence Employer Recognition Scheme for supporting the Armed Forces Community. Their trailblazing work with care leavers also influenced the national NHSE Universal Family programme. A summary of 2022/23 activity includes:

- 198 MFT staff offered 1385 days of Work Experience to 274 young people.
- 99 unemployed people attended the Pre-Employment Programme, of which 72 were from Manchester, 70% BAME and 83% progressed to employment.
- 73% of Princes Trust learners progressed to employment.
- 28 placements totalling 250 days of Health and Digital T level students.
- 248 Career Ambassadors volunteered 436.75 hours of time.
- 6 Insight events for 114 learners from 9 schools and colleges.
- 33 Supported Internships for 16 to 25 year olds with special educational needs and disabilities with 33% progressing to employment.
- 997 candidates were engaged across 40 events and recruited 57 staff across 5 community recruitment campaigns.

Each year the Royal Northern College of Music (RNCM) offer opportunities for hundreds of families and young people to enjoy music making via their flagship RNCM Engage programme. The programme allows the RNCM to engage local schools to help support their music curriculum and provides opportunities for their own students to gain valuable teaching experience to further their own career development. The programme aims to encourage families to explore the RNCM's world-class concert halls, regardless of their background, breaking down barriers and raising aspirations amongst local young people. Engage initiatives include the *Young Projects series* for 5 to 18-year-olds, *Young Company* musical theatre group for teenagers, the *Children's opera project*, which works with four local primary schools, and the family-friendly *Young Explorers* concerts and *Christmas Family Days*.

Bruntwood supports local community and voluntary organisations through *Bruntwood Cares*, its staff volunteering scheme. This includes working with Youth Zones in Manchester to create opportunities for young people. In addition, The Oglesby Charitable Trust supports community based organisations across four priority themes: arts; environment; health; and social inequality, donating around £3.5m each year.

The Corridor partners recognise their role as major employers within the city and through the establishment of a new workforce planning group are committed to sharing best practice and coordinating workforce planning efforts where this can add value. The group will identify key current and future roles where there are skills shortages and work with providers to help inform provision. In addition, the group will explore how to build upon and leverage the expertise and resource within the partnership to address skills shortages and increase engagement with underrepresented groups and communities.

4.2 Case Study: Career journey – Jackson Williams, Morgan Sindall (North Manchester Strategy Developments).

Jackson grew up in Salford (part of the hospital's catchment area), achieved his GCSEs and completed Level 2 plumbing in college. During this time, the pandemic hit. Jackson found himself making poor decisions and as a result of a crime, served nine months in prison at HMP Forest Bank.

It was there that he met a representative from Groundwork, and he enrolled on a 6 week construction course, comprised of a mixture of practical and group learning (classroom based).

Upon his release, he stayed in a hostel in North Manchester. Groundwork stayed in contact with Jackson, and in January 2023, he passed his CSCS. He was then introduced to Morgan Sindall and Footprint Recruitment, where he is currently a site worker. He always had an interest in construction, and he is working towards acquiring the position of Banksman.

4.3 Case Study: The Manchester Deaf Centre's Work Club, Hulme

A client attended the Work club at Manchester Deaf Centre in Hulme wanting to gain employment. They had no previous work experience or any idea of what they wanted to do. The client was born profoundly deaf and had been isolated.

An advisor from the Manchester Deaf Centre created an action plan, which involved building the clients reassurance, identifying their transferable skills, creating a CV, developing hearing awareness, exploring volunteering options and ultimately paid employment.

The client attended employability training and workshops, including teamwork, time management and wellbeing activities. After several months, they were ready to volunteer. Manchester Deaf Centre provided the client with several volunteer opportunities. They chose to volunteer firstly behind a bar and then within Manchester Deaf Centre's facilities team. The client acquired the skills necessary to work independently within the facilities team and was offered a paid role.

5.0 Challenges

5.1 Delivery against the Work and Skills Strategy has been strong since its adoption in 2022. The selected priorities set out below can be considered as challenges or needing a long term approach to deliver outcomes or success. The priorities are set out by theme and include a summary narrative, with ongoing activity to address the challenges set out in section 3 of the report.

5.2 Thriving and Sustainable

5.2.1 Manchester continues to grow and expand with business support changing as European Funding concludes and are replaced by new streams such as

UKSPF. Through this period the offer to new businesses including social enterprises will be reviewed and supported. Manchester's attractiveness to new investors and employers as a destination of choice continues to provide ever increasing demand which is a positive but also a challenge to upskill residents to access opportunities.

- Develop and grow Manchester's business support ecosystem and promote awareness of the city's business support offer to our business community to enable them to innovate and grow.
- Influence Manchester's business support ecosystem to support sustainable self-employment & business start-up, as well as promoting sustainable models of ownership including co-operatives and social enterprises.
- Ensure the maximum possible skills and employment benefit from the city's capital and inward investment pipeline.

5.3 Highly Skilled

5.3.1 The announcement by Government of the Advanced British Standard and at a Sub-Regional Level by GMCA of the Greater Manchester Baccalaureate (MBacc) emphasises that the offer for residents accessing technical pathways remains a challenge. This challenge manifests as skills gaps for employers as highlighted across several priorities below.

- Retain and attract more highly skilled graduates in the city and increase the number of Manchester young people accessing advanced and higher-level skills provision, including apprenticeships, T Levels and Higher Education.
- Create opportunities for people to learn and demonstrate core skills and entrepreneurship.
- Work with employers to create more in work training and progression opportunities (placements, apprenticeships, internships)
- Work with education and training providers to ensure training meets the demands of the labour market, is of good quality, and can respond to changes in the economy and growth sectors.

5.4 Progressive and Equitable

5.4.1 Manchester's new Economic Strategy 'Investing in Success' sets out how the City will continue to drive inclusive growth through development recognising the challenge of ensuring that growth benefits our most disadvantaged residents. The re-organisation of the NHS provides further opportunities for integrated work and health services to support economically inactive residents.

- Contribute to the implementation of the recommendations set out in Building Back Fairer for Greater Manchester to better integrate the Work and Skills and health systems to improve work and health inequalities experienced by residents.
- Work with employers to adopt and promote simplified and flexible local recruitment and working practices that make employment accessible to more of our residents.
- Promoting routes for residents and employers to access finance to pay for training and qualifications where lack of funding is a barrier to participation including Lifelong Learning Fund and Apprenticeship Levy.
- Work collectively to make sure more employers consider social value in their own employment and procurement practices.

5.5 Liveable and Zero Carbon

5.5.1 Major National Government policy changes in 2023 highlight the challenges faced in securing long term social, cultural and economic change to realise our Zero Carbon ambitions. The priorities set out below reflect the long term development approach needed to be successful in delivering this theme.

- Use our collective influence and spending power to create demand for green skills such as in retrofit and construction, maintenance of green infrastructure, green energy and biodiversity, building on the Combined Authority's Green Economy Skills Deep Dive.
- Support and enhance ongoing carbon literacy and communications with businesses, schools, colleges and other learning and training providers by working with GMCA and commissioners to embed Carbon Literacy into new and existing programmes.
- Use research and intelligence to ensure that information about future job opportunities in the zero carbon economy is included in labour market information and guidance that is shared with schools, colleges, and other learning and training providers.
- Work with training providers and employers to plan for and build capacity for identified future skills needs.

5.6 Connected City

5.6.1 Manchester's position as the second digital city and attractiveness as a place to invest provides a welcome opportunity that is fuelled by the demand for digital talent. The priorities below reflect the need to enhance the Manchester digital pipeline of talent particularly for residents from Communities Experiencing Racial Inequality.

- Ensure that residents have the digital skills they need, to access employment opportunities, especially highly skilled opportunities that meet the needs of the city's digital sector.
- Support the city's growing digital sector to develop recruitment and training pathways for all residents to benefit from these opportunities.
- Influencing transport policy in Manchester and use the opportunity of the re-regulation of bus services in Greater Manchester, to ensure that residents are connected to opportunities through public transport and good quality active travel options.

6.0 Measuring Success

- 6.1 The Work and Skills Strategy is monitored through the Manchester Work and Skills Board. The delivery plan for the Strategy monitors activity against each priority and also project indicators (Appendix 1) and performance measures (Appendix 2).
- 6.2 The project indicators provide measurement against defined projects that contribute to the overall success of the Strategy (e.g. Number of new Real Living Wage employers contributes to the overall number of Manchester residents paid the RLW). Appendix 1 demonstrates good performance across many of the project indicators at the Quarter 3 stage of 2023/24 delivery.
- 6.3 Appendix 2 demonstrates strong performance against 2021 baselines across many of the measures. This shows good progression and delivery of the Strategy in the context of many of the measures improving against a baseline with action needed to deliver the level of outcomes required for the City's residents and businesses. As set out in section 2 of this report some outcomes for the economy are not at the level required and the Strategy continues to be a driving force in creating an inclusive economy.

7.0 Conclusion

- 7.1 The initial 18 months of delivery against the 5 year Strategy have been successful with many high profile achievements and outcomes. Challenges remain for the City's robust partnerships to deliver the outcomes required although we are well placed to take advantage of opportunities to realise Manchester's potential. The delivery plan for the Strategy will continue to progress activity against all priorities in the strategy. Examples of high level areas of focus for 2024, aligned to existing themes and priorities include:
- Delivery of UKSPF projects and programmes
 - Designing and testing integration activity with the health system through Making Manchester Fairer in preparation for large scale provision in April 2025 (Universal Support).
 - Delivery of the digital skills initiatives including the development of the skills framework.
 - Establishing the City of Lifelong Learning, Local Skills Improvement Plan and further development of Green Skills.

- Maximising the benefits of devolution for delivery of the Strategy.

Appendix 1 – Project Indicators

The recent figure is the latest available data, the full year is yet to be completed and therefore many projects are 'on track' to achieve target.

Priority	Project Deliverable	Target – 2023/2024	Recent figure	Delivering Partner	Status
Thriving and Sustainable	Number of new Real Living Wage employers	208	290	Various	
	Number of enterprises supported via SPF funding	150	Not yet operational	Growth Company	N/A
	Number of Manchester residents into North Manchester developments	100	181	NMGH, GMMH, FEC	
	No of job opportunities created for Manchester residents via Planning Local Labour	100	159	Various	
	Manchester Good Employment Charter member sign ups	5	11	Growth Company	
Highly Skilled	The percentage of young people 16-17 year olds who are NEET or unknown	5.9%	9.4%	Career Connect	
	Number of residents going through the GM ESOL Advice Service and joined a course	3000	1350	MAES / Growth Company	
	Number of Manchester residents participating in AEB funded courses	44000	44059 (2022/23 yearly data)	Growth Company and various	
	Number of Manchester residents participating in AEB funded courses at level 2 and 3	7000	7043 (2022/23 yearly data)	Growth Company and various	
	No of apprenticeship opportunities created for Manchester residents via Planning Local Labour	30	18	Various	
	Level 4 Higher Level Apprentice placements via PlanBEE	12	20	Gateshead College	
	The number of residents completing Skills Bootcamp courses	300	N/A	Growth Company and various	N/A
	MCC Apprenticeship Starts	150	109	MCC	
Progressive and Equitable	Number of Manchester residents with health conditions into work through IPSPC *Note - (project lifetime until March 2025)	125	Operational in Q2	Various	N/A
	Number of residents into a job outcome through Working Well WHP	34%	27%	Growth Company	
	Number of residents entering employment through commissioned Work Club activity	500	397	Various	
	% of residents entering work through Restart programme	35%	Metrics being reviewed with Ingeus due to data sharing limitations	Ingeus	N/A

Appendix 1 – Project Indicators

	Number of employment outcomes on the Ambition In Work Progression (moving into new role or employment)	75	12	MAES	
	New disability confident Level 1 employers in Manchester	5	267	DWP / Growth Company	
	New disability confident Level 2 employers in Manchester	2	76	DWP / Growth Company	
	Employment starts from Adult Social Care Employability Programme (LD and/or Autism)	30	26	ASC/Pure Innovations	
Liveable and Zero Carbon	100% W & S Staff trained in carbon literacy (Part 1 and Part 2)	100%	50%	MAES	
	100% MAES staff trained in carbon literacy (Part 1 and Part 2); 20 MAES staff trained in "Train the trainer"	100%	79%	MAES	
	No of green skills/ construction bootcamps completed by Manchester residents	Not set awaiting data	N/A	Growth Company and various	N/A
	Number of 'MCC Enterprises Supported' on Carbon Reduction contracts.	23	33		
	Tonnes of carbon savings claimed from MCC Business	Not set awaiting data	888.04		N/A
	Number of MCC Green Skills Related Communications campaigns - e.g. Work and Skills Bulletin editions to include Green section, Green Careers week	12	1		
Connected City	The number of residents accessing the National Databank	1000	2356	Digital Inclusion Team	
	The number of devices issued via the Community Computer recycling scheme	250	350	Digital Inclusion Team	
	The number of residents enrollments onto AEB digital skills provision (ICT for users and practitioners)	1700	1722	Growth Company and various	
	The number of residents that access the telephone digital support helpline	2000	Data not available	Digital Inclusion Team	N/A
	The proportion of residents that secure digital sector employment or enhanced employment, after completing a digital skills bootcamp	75%	Data not available	Various	N/A
	% - The proportion of females completing digital focused AEB and Skills Bootcamp provision	80%	Data not available	Various	N/A

Appendix 2 – Work and Skills Strategy Measures

Priorities	Indicator	2021	2022	Latest Figure Reported	Status
Thriving and Sustainable	The number of Manchester residents being paid a Real Living Wage	76.9%	84.0%	84.0%	
	The change in and number of active enterprises	23,565	23,385	22,835	
	The number of opportunities created through the City Council's capital projects pipeline	2,303		2303	N/A
	The number of Greater Manchester businesses signed up to (members) the GM Good Employment Charter	49	66	111	
Highly Skilled	The percentage of 16-17 year olds who are NEET or Unknown	6.1%	6.8%	9.4%	
	The percentage of the resident working age population (aged 16 to 64) with zero qualifications *	10.3%	9.2%	9.2%	
	The percentage of the resident working age population (aged 16 to 64) with level 2 qualifications *	71.4%	83.2%	83.2%	
	The percentage of working age residents with qualifications at level 4+ *	44.7%	52.5%	52.5%	
	Number of young people in the state sector who reached Level 3 qualification	25,740	27,525	27,525	
	Apprenticeships starts (by academic year - e.g. 2021 is 2020/21 academic year)	2,900	3,160	2,900	
	Apprenticeship achievements	1,340	1,130	1,370	
	The number of schools achieving the Gatsby Benchmarks	39	40	42	
	The graduate retention rate	NA	NA	12%	N/A
	Progressive and Equitable	Health related out of work benefit claimants (Economically Inactive due to long term sickness) as a percentage of the working age population	3.9%	5.1%	7.7%
Number of residents claiming UC and JSA out of work benefits		25,960	22,385	23,685	
The number of residents claiming Universal Credit in work benefit		29,400	27,951	29,996	
The proportion of residents with a disability in paid employment		1.2%	1.6%	1.3%	
Liveable and Zero Carbon	The number of MCC staff and elected members who have completed carbon literacy training	NA	1,333	1,877	
	Spend in GM on commissioned green skills provision	NA	£337,983	£589,035	
	Number of businesses supported to transition into Net Zero			93	N/A
	No. of Green Jobs advertised in Greater Manchester	NA	7305	7,305	N/A

Appendix 2 – Work and Skills Strategy Measures

Connected City	Manchester Digital Device Scheme and Skills Support	18%	54%	43%	
	Percentage of digital businesses unable to fill their vacancies	18%	24%	18%	
	Percentage of females in digital business technical workforce	11%	21%	25%	
	Percentage of CERI in business technical workforce	27.5	23.7	23.7	
	Digital Exclusion Index (increased levels of inclusion)	18%	54%	43%	N/A

**Manchester City Council
Report for Information**

Report to: Economy and Regeneration Scrutiny Committee – 5 March 2024

Subject: The LTE Group Update: Strategy and Performance

Report of: John Thornhill, Chief Executive, LTE Group.
Rachel Curry, Principal Manchester College & Group Deputy CEO

Summary

The LTE Group supports education, skills and professional development through eight key organisations. This paper provides strategy and policy updates from the LTE Group and an update from one organisation within the Group, The Manchester College.

The updates are focused on the Committees area of interest as follows:

- 1) An update on key policy and strategy developments
- 2) An update on The Manchester College's (TMC) progress, performance and contribution to Manchester's work and skills outcomes since the last update in 2023.

Recommendations

Members are asked to consider and comment on the information in the report. To note the request to develop a senior working group in the City, to focus on the urgent and growing crisis on capacity, for 16-18 year old places for vocational and technical education from 2023 to 2030.

Wards Affected: All

<p>Environmental Impact Assessment -the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>	<p>The LTE Group is a partner in Greater Manchester's commitment to becoming a carbon neutral city region by 2038. The group has targeted a significant reduction in carbon emissions and is on track to meet its target in support of the City's wider agenda. Updated figures are attached for review in later sections. This majors on evolving a greener estate and buildings but also through investing in more IT and digital delivery for colleagues and learners, reducing journeys and travel, investing in training for new green initiatives such as new facilities for apprentices working on electric buses through the Total People division.</p>
<p>Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments</p>	

Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS
<p>A thriving and sustainable city: Supporting a diverse and distinctive economy that creates jobs and opportunities</p>	<p>The LTE Group is a key economic contributor within the city not only as one of the City's largest employers employing more than 3000 people. Over half of whom live, work and vote in the City. The Group through wages, supplier spend, or partners spends over £160 million in the economy every year. We also underpin Manchester's Skills and Economic plans, support reduced reoffending and access to work for ex offenders, progression for apprentices, and the Groups headquarters that support wider UK activity is based in Manchester employing many professionals in IT, HR, Marketing, Finance, Web development and more. The Group also creates jobs and opportunities through its large scale infrastructure investments and its work with partners to place newly qualified learners in jobs with employers.</p>
<p>A highly skilled city: world class and home grown talent sustaining the city's economic success</p>	<p>The Group supports over 80,000 learners a year, and via The Manchester College supports 20,000 people in Manchester to be</p>

	<p>equipped with the right skills to be employed within the Manchester and Greater Manchester economy. The College delivers to around 12,000 students each year (c. 6,000 16-18 year olds, and the remainder being adult students), with 91% of its students progressing to a positive destination in further study or work in 2023. The Group supports thousands of employers and over 2000 apprentices annually.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>The Group advocates access for all and via The Manchester College assures a non-selective approach, connecting Manchester communities to key growth sectors within the city. The Manchester college supports a host of other social initiatives beyond traditional education. Such as support for NEET, looked after children, high needs learners, immigration, youth/gang violence and is embedded into the wider city ecosystem of community support.</p> <p>The College's student cohort is in the lowest quartile of all Colleges based on Index of Multiple Deprivation 2019 (lowest 5%). 79% of The Manchester College's 16-18 year old student population are from widening participation postcodes, and 74% of adult students. 55% of 16-18 year olds are from a minority ethnic group, and 62% of adults. In 2022/23 49% of 16-18 students entered the College without GCSE English Grade 9-4 compared to 70% across colleges nationally and 40% of 16-18 students entered the College without GCSE maths Grade 9-4 compared to 62% across colleges nationally. Students positively progress within the College regardless of starting point, with 94% of 16-18 students progressing to positive destinations in 2023. It is all the more impressive that The College achieves outcomes that are now in the top 10% nationally.</p>
<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>The LTE Group and Manchester College has a strong commitment to environmental sustainability. This is embedded within the management of the existing estate, the new estate and changing employment practices to support flexible or hybrid working,</p>

	promotion of public transport and reduced journeys. The Group supports access to the our pass travel support scheme for thousands of Manchester young people every year.
A connected city: world class infrastructure and connectivity to drive growth	The LTE Estate Strategy has delivered new world class assets across the city that will continue to support our growth ambitions over the next decade and beyond. In developing the estate the Group has worked in partnership with Manchester City Council to release land for several hundred much need homes and extended office accommodation in key areas of the City helping support new infrastructure development for the future.

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Background documents (available for public inspection):

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

- LTE Group Inspection Report 2019
- LTE Group white paper for skills, devolution and communities 2024

1.0 Introduction

This paper provides an update on two key themes:

A general LTE Group Strategy and policy update and a specific update from one unit of the group.

The work of the college, our performance in support of local residents and employers, in particular a very significant and growing issue about lack of capacity for the booming population of 16-18 year olds.

1.1 LTE Group strategy and Policy

1.1.1 Pay – members will have noted pressure on pay in most public sector organisations over the last year. I'm pleased to report that through a combination of efficiencies, cost savings and some funding increases we were able to offer improved pay settlements across the group this year. For Manchester based colleagues the improved offer was 7% consolidated with a further top up to 8.25% with an extra in year payment. This was helped by the first consolidated increase in many years from GMCA in adult education funding. Whilst this is very welcome we remain concerned that Manchester and GM lag other cities such as London and Birmingham in the resources allocated to residents and workers under the devolved adult education arrangements. Outside of Manchester we were able to pay 9% fully consolidated.

1.1.2 Prison education and resettlement – Members received an update at our last scrutiny meeting on our work with over 3000 residents in various prisons across the UK, our work to educate and upskill people, as well as our support for people returning to the city on release from prison. At that meeting we outlined our work with DfE to change the legislation on apprenticeships to allow people in prison to start and complete an apprenticeship in prison. I'm pleased to confirm that DfE have supported our work, the legislation and rules have been changed and the first in custody apprenticeships started at HMP Hindley in January 2024. Our first apprentices have also secured jobs with Hyde's brewery on successful completion of their qualification and on release.

1.1.3 Devolution and skills – As we enter an election year LTE Group's centre for policy and research have considered the outlook from both main political parties with regard to skills and the growing support for more devolution. LTE Group supported a "skills hub" at both main conferences this year sharing our experience as the largest national provider. This in turn developed into a formal white paper that has been shared in the house of lords, with key stakeholders, employers and other large regional providers operating in devolved regions. Members can view the paper and a summary at this link here: https://www.ltegroup.co.uk/media/filer_public/b0/70/b0703ab7-0d37-405c-a29d-b49ca7d898ed/skills_devolution_-_putting_communities_in_control_lte_group.pdf

1.1.4 Whilst we remain supportive of devolution and especially of what we are doing in Manchester and GM. We believe there is a need for a national framework that

would allow for national consistency with regional flexibility. Without this we see a real risk, that even in Labour led combined authorities there is the potential over time for different and separate regional skills systems to develop, and with added levels of regional bureaucracy that may slow responsiveness to employer and community need rather than speed it up.

1.1.5 This in turn can have unintended consequences, such as residents supported and funded differently for the same qualification depending on where they live or different pay awards and salary bands for teachers in different city regions who are doing the same work. These are important issues for thousands of our staff and learners, many of whom can't equate lower funding in Manchester with the aspiration to be a City region at the forefront of technical and vocational education.

1.1.6 National Apprenticeship policy – Through LTE Group's strategic review process working with our group apprenticeship provider (Total People). We have conducted a six month review of the apprenticeship model in the UK and shared the findings with senior DfE officials. This review looked at performance over several years by industry sector, by age group, by level. It also looked at the level and type of apprenticeship starts over time, the quality of delivery against government targets and the financial viability of different sectors for providers to be able to deliver sustainable provision.

1.1.7 The apprentice model and the levy were conceived at a time when there was a general underlying level of unemployment in the UK economy and when there was free movement of labour across Europe. What the strategic review shows is that the current model, rules, and funding are fundamentally no longer right for the socio-economic challenges the country and the City now face. The system is no longer fit for purpose for employers, apprentices and providers. We would like to share this review and our plans to reshape our apprenticeship delivery with members at a further meeting when time allows in the near future.

1.2 The Manchester College

Key areas covered:

- An overview of the College's Engagement with Ofsted and the quality of provision
- An update on the College's student cohort
- College Vision 2027 Strategy, Curriculum Strategy, including T level update, and Engagement with Employers
- Learner outcomes performance 2022/23
- Progress of the Manchester College's Estates Strategy and associated carbon reduction
- The Manchester College – the post-16 population increase and the growing crisis in the city through lack of places for technical and vocational education from 2023 for the next decade.

2.0 Background

This report was last received by the committee on 5 March 2023.

3.0 The Manchester College

- 3.0.1 Since 2015 in support of the Manchester work and skills strategy the LTE Group has pursued a dual strategy of improving the educational offer at The Manchester College, improving achievement rates and outcomes, whilst investing in new capacity and the best leading edge FE facilities in the UK. These two strategic themes are the core of a much wider “ecosystem” of support that the college provides more generally. This supports wider strategies across Manchester for NEET, looked after children, immigration, special and high educational needs, youth engagement, youth and gang violence reduction and much more.
- 3.0.2 This dual approach now places the Manchester College in the top 10% of colleges nationally. A historical position where many residents felt they needed to travel out of Manchester for vocational and technical education. This has now been reversed and the number of residents choosing the college as their first choice has increased by 148%. This year we have our first examples of families moving house into Manchester to be able to apply and secure a place on the course of their choice at the college.

3.1 The Manchester College Engagement with Ofsted since 2019

- 3.1.1 Ofsted last inspected the College in February 2019. The inspection judged the College to be good against all aspects of the inspection framework and in each type of provision. Under the new Education Inspection Framework, all Colleges in the further education sector will be inspected again by September 2025 against different aspects and priorities.
- 3.1.2 An Ofsted inspection was anticipated by the College during the 2023/24 academic year. Members of the committee will be familiar with the fact that Ofsted initiated a pause in all inspections of schools and colleges in January 2024, following a coronor’s report into the death of a headteacher whose school had been downgraded by Ofsted. During this pause, all inspectors have undertaken mental health and wellbeing training aimed at identifying where school/college leaders and staff might be struggling with the inspection process and behaviours. This pause has resulted in some changes to planned inspections.
- 3.1.3 Nonetheless, the College quality assurance and improvement strategy continues regardless, with the College’s current self assessment evaluating provision as ‘good’. Changes to the quality assurance mechanisms in the past year have seen the Ofsted ‘deep dive’ methodology replicated across all courses and levels within the college, providing clear line of sight on the quality of the student experience with 41 undertaken to date this academic year. Learning Walks provide the College with focused feedback on key aspects of provision, with over 550 teachers visited, 2,500 students spoken to about their experience and understanding of key themes, over 70 of these have been joint learning walks taking place with senior leaders and governors. In addition, student focus groups have taken place with nearly 1,000 students taking part and providing rich feedback on the quality of education.

Members can take assurance that this approach provides opportunity for sharing best practice, and where necessary rapid intervention to be put in place.

3.2 The Manchester College's Student Cohort

3.2.1 In line with the College's strategy, The Manchester College is an inclusive, non-selective College with a very high proportion of its students, particularly in the 16-18 age group, being from disadvantaged backgrounds. Key features of our student cohort are:

- The College's student cohort is in the lowest quartile of colleges based on Index of Multiple Deprivation 2019, in the lowest 10% for 16-18 year olds and 79% of 16-18 year old students are from deprived postcode areas, and 74% of adult students
- In 2022/23 49% of 16-18 students entered the College without GCSE English Grade 9-4 compared to 70% across colleges nationally and 40% of 16-18 students entered the College without GCSE maths Grade 9-4 compared to 62% across colleges nationally
- 55% of 16-18 year olds are from a minority ethnic group, and 62% of adults
- In 2023/24, the College has enrolled nearly 6,000 16-18-year-old students (around half of the student population) and around 6,000 adults studying courses from pre-entry to level 4
- The 16-18 cohort comprised 45% female students, 55% male students
- Care experienced young people represent 6% of the 16-18 year old cohort
- 19% apply for support with free schools meals. This is likely to be under-claimed and such is the concern about the volume of students in challenging personal circumstances and going without food, the College has invested in free breakfasts for all students (and staff) regardless of circumstance in 2023/24
- 30% of 16-18 students declared a learning difficulty or disability (1,643) up from 26% last year and 10% have an EHCP (551 students), the majority being supported by Manchester City Council to access 'mainstream' provision integrated within the departments
- 43% of 16-18 students are studying a level 3 qualification in 2023/24, 29% level 2 and 27% entry/level 1 provision
- The majority of adult students (59%) are now male following an increasing 3-year trend
- 13% of adult students have declared a learning difficulty and/or disability in 2023/24
- 44% of adult students are plurilingual, and 55% on benefits
- The majority of adult students are studying an entry/level 1 programme (most typically ESOL), 20% level 2, 21% level 3 and 4% level 4.

3.3 The Manchester College - 'College Vision 2027 Strategy', Curriculum Strategy and Engagement with Employers

3.3.1 The College curriculum strategy has continued to major on being a leading provider of high quality technical, creative and community education. The College's technical education strategy was recognized in 2022 with a Queen's Anniversary Prize for

this work. The college continues to offer more than 3000 quality work experience placements every year and this continues to grow in scale and scope.

3.3.2 The College's Vision 2027 Strategy continues an ambitious focus on technical and creative excellence, working with employers to ensure the College curriculum meets their needs, with a clear focus on meeting the skills needs of Manchester and Greater Manchester.

3.3.3 Our curriculum intent is aligned to the Greater Manchester Local Industrial Strategy, the Greater Manchester Strategy (GMS) – Good Lives for All. Two key strands are key to the College strategy:

- *Ensure businesses can access the skills and talent they need, by providing high quality learning, and wrapping support around individuals, enabling them to realise their potential*
- *Give our children and young people good education and training so they are ready for career success, with a balance of academic, technical, and 'life ready' skills.*

3.3.4 The GMS is shaped around frontier sectors targeting new investment and promoting innovation, with the potential to address some of society's biggest challenges. The Local Skills Improvement Plan (LSIP) widened this to be a total of 7 key sectors. Manchester has identified these 7 as a priority for them within the LSIP, but there are then additional priorities set out in the Manchester Work and Skills Strategy around the foundation economy and providing opportunities for those furthest away from the labour market. These sectors have a key focus within our curriculum intent. The College's accountability agreement has clear targets against these priority areas, with strong progress to date in the first year of delivery.

3.3.5 The College intent is to deliver high quality technical education aligned to the priority sectors required by place. Our courses support and lead to course-related destinations and progression routes for our students. In 2023, 95% of 16-18 students and 87% of adults progressed to a positive destination, 85% of students progressed to a higher qualification level.

3.3.6 In 2023/24, the College has delivered T levels to 335 students in the following pathways:

- education and early years
- design, surveying and planning for construction
- building services engineering for construction
- onsite construction
- digital production, design and development
- digital business services
- digital support and services
- health
- science
- design and development for engineering and manufacturing

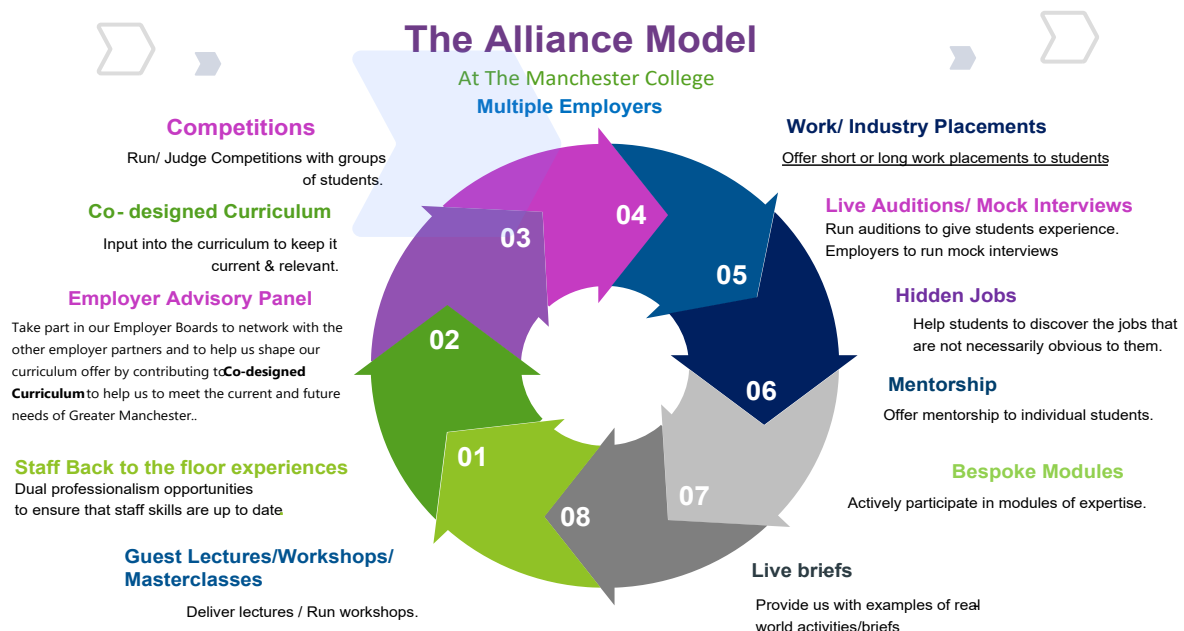
- maintenance, installation and repair for engineering and manufacturing
- finance
- management and administration.

3.3.7 In 2024/25, the T level pathways will be extended to include:

- accounting
- animal care and management
- craft and design
- media, broadcast and production
- hair, beauty and aesthetics
- marketing

3.3.8 The number of students on T level pathways is scheduled to triple as a number of the BTEC level 3 routes are defunded by the DfE in favour of T level provision. Given the entry criteria for T level provision is higher than for some BTEC level 3 provision, this has the potential to reduce the volumes of young people able to move onto a level 3 course in some subjects for September 2025.

3.3.9 The College has refocused its approach to employer partnerships in 2023/24, with an Alliance Model that allows employer partners to ‘opt-in’ to varying degrees of engagement with curriculum teams as outlined below:



3.3.10 Two examples as to how this model works in practice are set out below:

3.3.11 Live Brief Case Study

3.3.12 Live briefs are managed through the College’s ‘Click Studio’ which is a stakeholder facing initiative where employers, civic and community

organisations work with the College on 'live' activities and briefs that benefit their organisation. These include marketing campaigns and project work where students take the lead and work under the direction of the stakeholder.

3.3.13 Through the Click studio we have recently engaged successfully with the Intellectual Property Office. The College's central employability team initially developed the relationship and identified a live brief that the IPO needed support with. This was then presented to the curriculum team to identify which student groups would be best suited to work on this based on the content of their course. The central employability team and curriculum team then worked together to ensure the 'live brief' was monitored from the perspective of stakeholder satisfaction and the development of students' knowledge, skills and behaviours within this sector. This 'live brief' focused on a campaign around the 'real cost' of the counterfeit goods trade, supporting Operation Vulcan.

3.3.14_ Stakeholder Feedback

3.3.15 Catherine Davies, Senior Campaigns Manager for the Intellectual Property Office said: "The Intellectual Property Office was delighted to partner with The Manchester College and its talented students to help develop messaging and raise consumer awareness about the harms of counterfeit goods. This presented the students with a golden opportunity to work with industry on a live brief, as part of the collaborative work between the College and other partners to help tackle this issue in the Manchester area and support the city's innovative and creative industries.

3.3.16 "An understanding of intellectual property (IP) - the collective term for patents, trade-marks, copyright and designs is a key skill for almost all creative jobs today. As these learners enter the job market, they need to understand how to protect and make the most of the IP in their own creations, and how to use the IP of others legitimately. With a curriculum heavily focused on creative industries that rely on IP – such as Computing, Digital, Creative, Performing Arts, Hospitality and Visual Arts – The Manchester College is a great partner for the Intellectual Property Office to help promote awareness, understanding and respect for IP rights. It is a pleasure to collaborate with the College and its students on this crucial work, which has already generated some incredible insights and ideas, and bodes well for the brightest of futures."

3.3.17 **Hospitality Alliance**

3.3.18 Stakeholders across the Hospitality sector in conjunction with the curriculum team have developed The Hospitality Alliance. This has resulted in a range of opportunities for students and a coordinated approach to stakeholder engagement and employability activity across the area within organisation such as Worsley Marriott, The Ivy, Mottram Hall Cheshire and Co-op Live. This includes:

- Masterclasses – Practical Cookery and Pastry
- Work Placements, part time and full time work opportunities

- Industry Experience Days
- Student Mentoring and competition preparation
- Restaurant Takeovers
- Employer Advisory Board
- Development and delivery of Summer School for Technical level Pro Cookery students

3.4 The Manchester College - Learner outcomes performance 2022/23

3.4.1 Whilst the national rates for benchmarking purposes have not yet been published for 2022/23 (but are expected imminently), the College continued to deliver very strong outcomes performance as follows (and when compared to the last published national rates for 2021/22): These outcomes have also been tested with the association of colleges and are in the top 10% nationally and continue to improve further.

- for 16-18 and adult students, achievement rates for 2022/23 continue to remain well above the 2021/22 national rates for general further education colleges, with the 16-18 achievement rate at 87.9% (+6.8 pp. above the national rate) and Adults at 90.9% (+4.2%). The overall College rate sits at 89.5% (+5.7 pp. above the national rate). Retention and pass rates are also above national rates for all age groups
- There is a predominantly positive picture for 16-18 and adult students when comparing achievement rates to the corresponding national rates at each level:
 - Achievement rates at entry level (+14.5pp.) and level 1 (+9.6pp.) sit significantly above the national rates
 - Achievement rates at level 2 also sit just above national rates
 - The level 3 rate of 81.2% (-1.4pp.) is largely attributable to students who started two-year level 3 qualifications in 2021/22, with prior attainment based on over-inflated centre-assessed grades from 2020/21. This led a proportion of students who found level 3 study too challenging and subsequently withdrew in the first year of the course, with those first-year withdrawals from 2021/22 impacting on achievement rates in 2022/23.
- For both 16-18 and adult students, high-grade pass rates for resit GCSE English and mathematics are above the published national rates in English and mathematics, with adults performing especially well at English (+7.5pp.) and mathematics (+11.0pp.). However, these high-grade resit pass rates are low nationally and remain an area for focus within the College
- Functional skills English and mathematics show the college to be above, and in most cases, significantly above the national rates for all levels. In 16-18 provision, 7 out of the 10 levels have achievement rates more than +15pp. above the corresponding national rate, with 7 out of 10 levels in adult provision having achievement more than 10pp. above national rates.
- Achievement rates in ESOL continue to be exceptionally high.
- All students in specific groups perform better than their age-group peers, with students in receipt of bursary (+5.1pp.), in receipt of free

school meals (+4.0pp.) and young people looked after (+5.7pp.) performing particularly well.

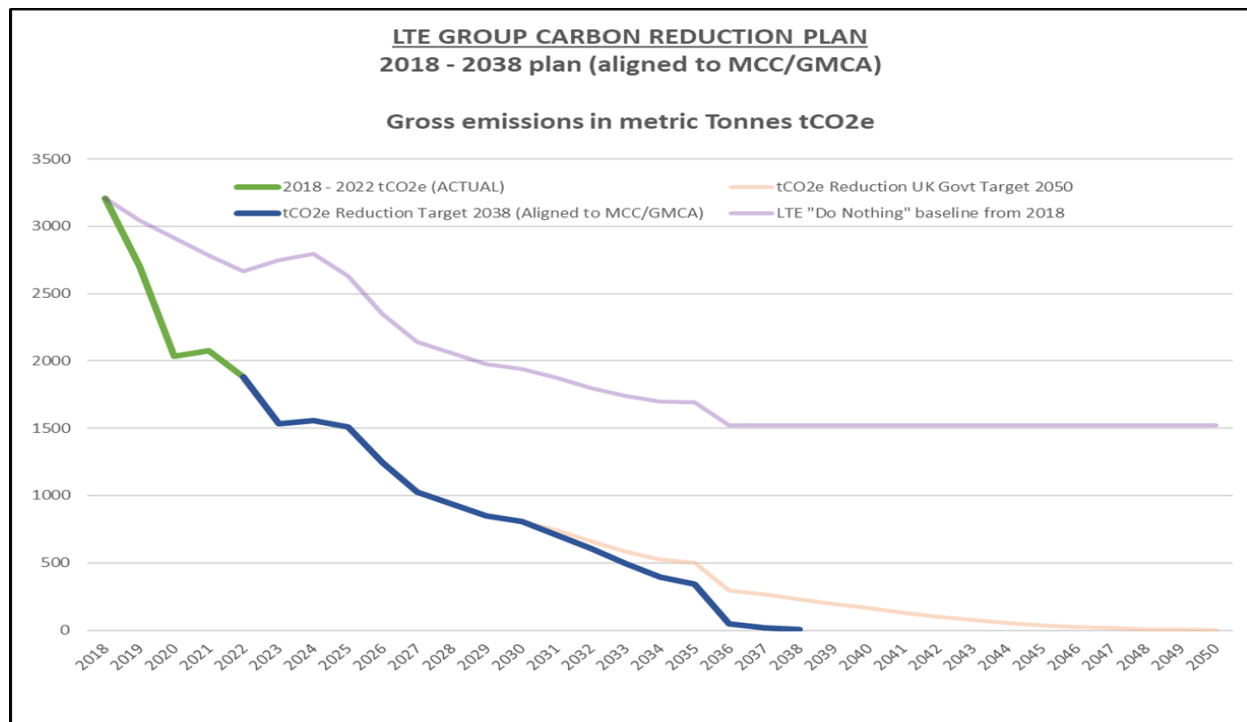
- At 94.3%, young people in receipt of additional learning support have an achievement rate 3.1pp higher than their age-group peers and high needs students have an achievement rate 1pp higher than their age-group peers

3.5 The LTE Group/Manchester College’s transformational estates strategy Update on Phase 2

3.5.1 Background

3.5.2 Members will recall that LTE Group invested significantly from its own funds to create the best further education facilities in the UK. The Group also built a plan to have space and land available for further development near to need and the planned development in transport over future decades.

3.5.3 In our first phase LTE Group funded 80% of the £140m or so investment, GMCA helped with a grant and MCC in partnership helped with loans to support the development and disposals. This first phase was delivered through Covid, on time, on target and on budget. The benefits on capacity, quality of education, and outcomes for learners, employers and the City can be seen in the wider contents of this paper. Significant progress has been made on carbon reduction as per the graphs below.



3.5.4 Our original plan was to complete one large £170m project but there was insufficient government funds to match the investment put forward by LTE Group so the project had to be split into two phases. In 2021 LTE Group bid for funds to develop a phase 2 and to remove some listed buildings from our estate. Helping carbon reduction and extending capacity further. The DfE originally offered £5m towards the costs, I and my team worked

collaboratively with DfE to increase this to £20.35m, and DfE helpfully supported a different solution. This then made the phase 2 programme to extend the city centre site possible. Although at £40m plus operational costs LTE are still funding the majority of the costs.

- 3.5.5 Phase 2 of our estates strategy majors on replacing the Shena Simon campus with an extension to the Phase 1 building at City Campus Manchester. As a reminder, the building is part funded via a specific £20.35m grant from the Department for Education's estates transformation fund that supports colleges to replace old buildings (like Shena Simon) with newer facilities. The remaining funds to build the extension are coming from the proceeds from the disposal of the Shena Simon campus, which we are mandated by Government to reinvest in the estate, and agreed Department for Education borrowing.
- 3.5.6 The building, which will be connected and integrated into City Campus Manchester, is planned to be home to 16-18 and adult students in Business & Professional (including Access to HE), 16-18 Science and some of our ESOL 16–18-year-old students and will include:
- an Esports room with 20 gaming stations
 - a Click Studio and repair lab run by students as part of their curriculum where students can work on live briefs and projects set by employers
 - an incubator Hub where our industry partners for Business will come and work with students on their projects. This will also be available for students to use as an office when their industry placement requires them to 'work from home'
 - science labs including three wet and one dry laboratory, fully equipped with everything students would expect to see when they enter the work place
 - a roof terrace for socialising
 - an extended library
 - a sandwich/salad bar
 - new IT suites, classrooms and staffrooms.
- 3.5.7 Construction is making good progress and is on schedule and on budget, with the project set to reach a significant milestone at the end of April when the concrete frame is due to be completed. The first students will study at the campus in September 2025.
- 3.5.8 As part of our established plan to remove buildings that are in poor condition and inefficient to run, once the new building is completed, we will exit our Shena Simon campus. The disposal process is underway currently to identify a preferred bidder for the Shena Simon campus. As the college and LTE Group can no longer use commercial banking facilities after a DfE/ONS ruling, support for a timely disposal of Shena Simon from MCC and the planning teams is critical to having the new facilities open by September 2025 and to alleviating some of the capacity crisis we have ahead.
- 3.5.9 As members may recall, when the Nicholls campus was closed, and courses relocated to other campuses in 2022, we did not dispose of the campus. As the grant funding provided by the DfE for the current extension to City

Campus Manchester was not sufficient to build something of exactly the same size as Shena Simon, our estates strategy involved us disposing of the Nicholls campus but leasing it back in the medium term in order to reopen the newer part of Nicholls Campus to accommodate the provision at Shena Simon not moving into the new building.

- 3.5.10 In line with this, we are currently exploring and reviewing various scenarios and options for the future use of the Nicholls campus. To support this work, this month, we will be marketing the campus to see if there is an interest in someone either buying the campus outright or to purchase the campus with a lease back to the College. This process will help us to scope the options for the future of the Nicholls campus, all set within our aspiration for all our students to have access to modern teaching and learning facilities.

3.6 Post-16 Capacity

3.6.1 Update on Post-16 Capacity Funding

- 3.6.1.2 At the previous scrutiny meeting attended by the LTE Group, members were updated that the LTE Group/The Manchester College had worked with the City Council to submit three bids for funding from the DfE's Post-16 capacity fund to tackle the challenge of space need, linked to the significant increases in post-16 school leavers over the coming years.

- 3.6.1.3 Whilst two of the three bids were successful (for Openshaw and Wythenshawe), the bids were capped at a £4m contribution from the DfE per bid with the requirement for the LTE Group to provide the 'match' funding – another £4m/bid. Given the LTE Group has already self-funded the majority of its estate strategy to date spending more than £100m, it was not able to further borrow money find the match required, our previous very significant match funding rate (the highest of any provider in the UK) could not be taken into consideration and neither LTE, MCC or GMCA were able to fund the gap in the proposals.

- 3.6.1.4 This process is a major structural flaw in the approach to place planning for post 16-18 education and skills. Whereby government and local authorities fund entire new schools directly through grant funds. Yet in further education the government asks providers to part fund from their own budgets the need for new places driven by population growth.

- 3.6.1.5 Something akin to asking the NHS to self-fund new hospitals, or the Ministry of Justice to self fund the build of new prisons. Having largely self-funded the largest and most significant single FE investment programme since the second world war, LTE Group can no longer continue to fill the vacuum of government inaction or poor education planning.

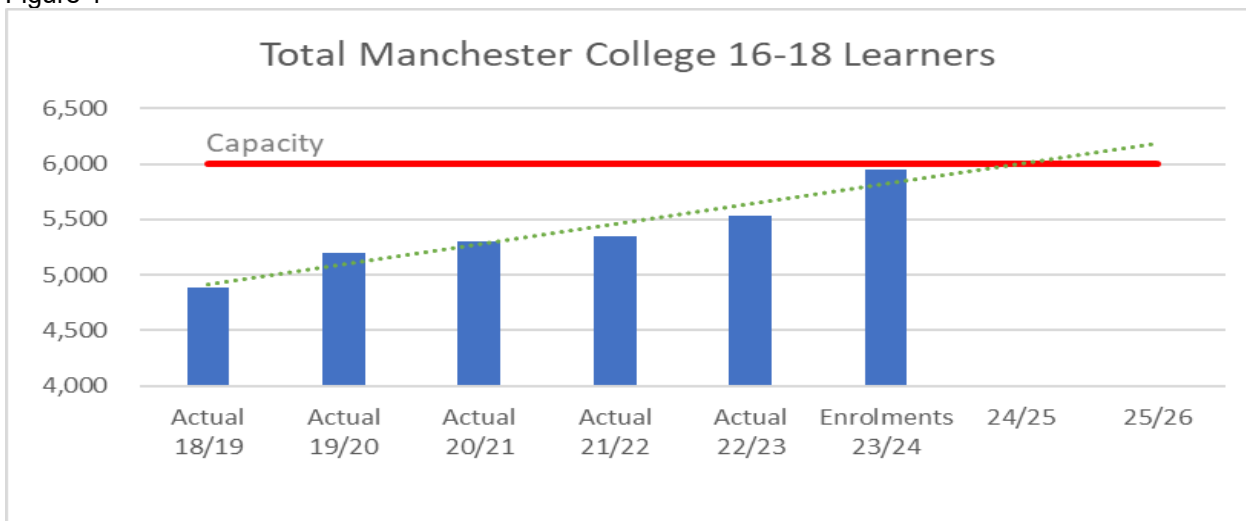
- 3.6.1.6 If we are now to avoid the most significant set of issues for our young people since the 1980's there needs to be an urgent political and government solution to the issues set out below.

3.6.1.7 The CEO of LTE Group and the CEO of Manchester City council, both formally escalated the issue to the most senior levels of DfE in 2023. The DfE were unable to give the lower offer of funds as grant without match funding and have referred the matter to GMCA, who in turn do not appear to be funded from government to invest in the capital required to create new places for 16-18 years olds.

3.6.1.8 The developing capacity crisis

3.6.1.9 During the period of the LTE Group estate strategy we have self funded and provided for the capacity growth from 2017 to 2023 in brand new facilities. This growth is shown below in figure 1.

Figure 1



3.6.1.10 In addition LTE Group has also used further efficiencies to absorb significant extra demand created by changes in government policy. In figure 2 below, members can see the rapid growth below of new places required and provided for resits of English and Maths at 16-18 after lower achievement levels in the schools sector. Annual growth of 11% to 14% in this area is now the norm.

Figure 2

Year	English	Maths	Total
2021/22	1,346	1,667	3,013
2022/23	1,457	1,980	3,437
2023/24	1,762	2,056	3,818
Difference 22/23 to 23/24	305	76	381

3.6.1.11 In figure 3 table below members can see the very positive year on year developments of residents, young people and parents increasingly choosing The Manchester College as their first choice destination. This reflecting the very strong educational performance of the college, the broad educational offer, very strong progression opportunities, the first rate facilities and employer engagement.

Figure 3

	2023/24	2024/25	% growth
No. of First Choice Applications	906	2247	148%

3.6.1.12 We have this year seen our first examples of parents choosing to move house into Manchester to secure a place on the college course of their choice. Our ethos has always been that we are inclusive, non selective and we need to ensure that we can have this choice open to all parents, residents and young people.

3.6.1.13 Members will already be aware of the extent of the capacity challenge facing Manchester post-16 over the course of the next 10 years. The challenge is already starting to impact at the College through increasing enrolments, applications, accepted offers of a place, and for the first time in our history waiting lists.

3.6.1.14 In 2023 these exceeded 200 students with no place. Members can see below in figure 4 the very significant forecast growth in school leavers over the next strategic period and in figure 5 based on our actual experience this year and our normal share of students seeking technical and vocational places, what the waiting list and level of students with no places will grow to over time. It is important to note these figures exclude NEET which in our forecast rises in line with waiting lists. So, for example, if we cannot address the waiting lists and these also add to the NEET level, then we see a NEET figure above 1000 within the medium term.

Figure 4

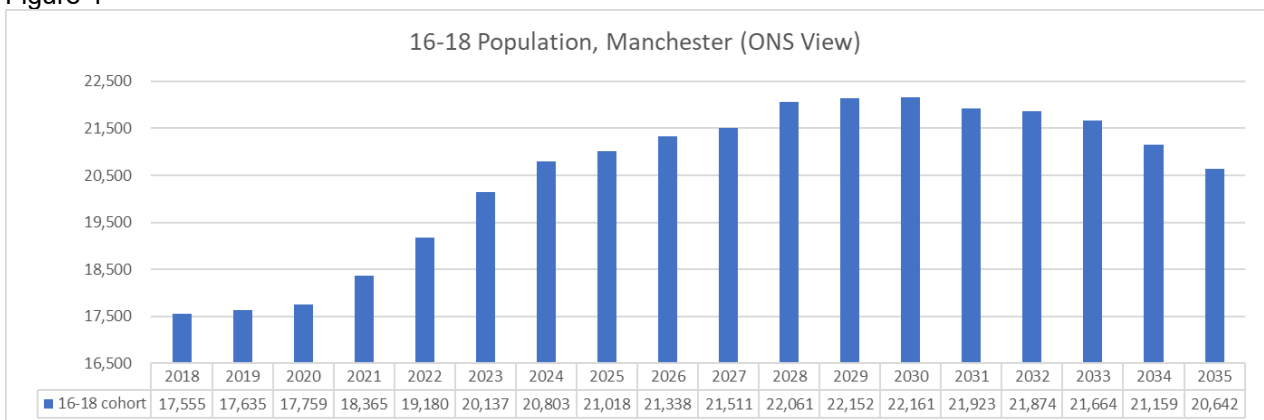
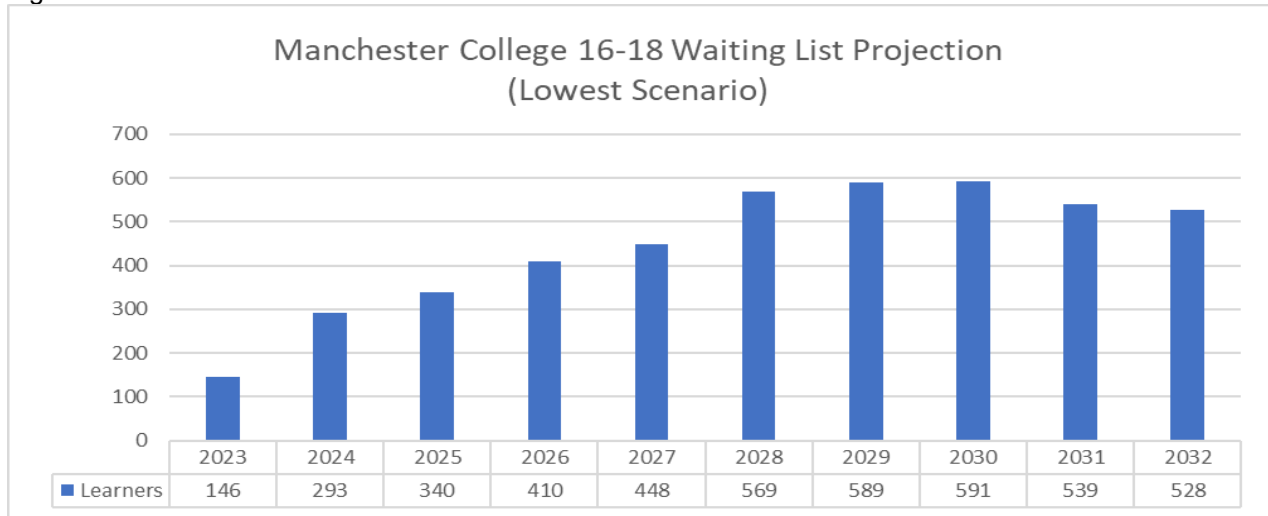


Figure 5



3.6.1.15 Members should note that these figures are viewed as conservative and at the lower end of expectation for the following reasons:-

- 1) These figures do not include adult residents on waiting list which **increases the numbers by a further 36%**
- 2) These figures **exclude GM** learners who study with us because of specialist provision at level 3 and above, these numbers and demand are also growing.
- 3) The actual figures in the City often exceed the ONS central view
- 4) The numbers of parents and young people choosing the college as first choice is accelerating not levelling off. As at February 2024, for September entry, the number of first choice applications, where the student has then accepted the offer, for 2024/25 is **1,341** higher than this point last year an increase of almost 150%.
- 5) The numbers of young people choosing technical and vocational routes is set to increase as the development of new comparable qualifications such as T levels become more prominent in more sectors pushed by government policy.

3.6.1.16 The College has seen year on year growth in 16-18 volumes for several years, as the College's high quality technical education strategy, coupled with investment in the new estate, has seen increased numbers enrolled. The capacity for 16-18 year olds within the existing estate is c. 6,000. The graph above at figure 1 therefore illustrates the challenge with the College at capacity currently, there will be an ever growing shortfall of places from 2024/25 onward.

3.6.1.17 We have now started to look at the detail by ward area, and industry sector.

3.6.1.18 The Manchester City Council Forecasting Model shows the greatest growth will be in Harpurhey, Gorton and Abbey Hey, Charlestown and Woodhouse Park.

3.6.1.19 For the 2022/23 academic year, the College had high market share (over 25%) in some of the largest wards for 16–18-year-olds; in Longsight, Harpurhey, Ardwick, Clayton & Openshaw, Gorton, Moss Side, Levenshulme, Miles Platting & Newton Heath, Rusholme and Woodhouse Park.

3.6.1.20 Using Manchester City Council's Forecasting Model, if we analyse the cohort increase by ward we see that the majority of wards will have a high level of growth examples below:

- **Blackley & Middleton South** – the Manchester ward in this constituency will grow from 4,190 to 4,760 in 2032 (+13.6%)
- **Gorton and Denton** is predicted to grow slightly, from 3,910 to 4,020 (+2.5%)
- **Manchester Central** – the Manchester LA wards of Manchester Central are predicted to grow from 4,080 to 4,490 from 2023 to 2032 (+10%)
- **Manchester Withington** - an increase for 16–18-year-olds is predicted from 2,410 to 2580, over the 10-year period, a percentage increase of 7%.
- **Manchester Rusholme** is set to peak in 2027 with 5,150 from 4,880 (+5%). Ardwick is the ward with the greatest number of 16-18-year-olds, followed by Moss Side.
- **Wythenshawe and Sale East** has 5 Manchester Wards and 3 Trafford wards.

3.6.1.21 The college has provided land and development space, aligned to the future housing and transport plans for the City to support this growth. We now needs government to provide the capital grant to build and create the spaces needed to support these communities.

3.6.1.22 The highest demand curriculum departments are as follows:

- Automotive, Construction, Engineering, and Logistics up by **231** for first choice offers accepted.
- Business, Digital, Service Industries up by **380** first choice acceptances
- Digital and Creative Industries is up by **414** first choice acceptances up
- Sports, Public Service, Care Professions and Science is up by **243** for first choice offers accepted.

3.6.1.23 In September 2023, the College had to maintain waiting lists for these areas despite adding extra groups and space.

3.6.1.24 There are a number of government and GM policies that impact upon available capacity, both now and in the future. These are outlined below.

3.6.1.25 English and maths resit provision

3.6.1.26 Young people who do not secure a high grade in English and/or maths are mandated to continue to study this in College (the majority through a GCSE resit programme). This volume has grown significantly over the past few years. The English and maths pass rates in schools has a direct impact on the volume of young people required to study the resit programme of one or both of their GCSEs.

3.6.1.27 Unfortunately, the reduction in the high grades in 2023 within Manchester (particularly for English last year) resulted in more students requiring a resit, and meant that many of these young people were unable to move straight onto a level 3 course (due to the entry requirements for many level 3 courses requiring English and/or maths). The College has 55% of young people studying at level 2 without a English or maths GCSE.

3.6.1.28 This 11% increase resulted in 22 additional English and maths classes and the need for an additional 6 GCSE teachers who needed to be recruited between GCSE results day and the start of term, with the obvious challenge this brings, along side additional classrooms and exam costs. English and maths resits requires a resource in College currently of around 25 classrooms.

3.6.1.29 During w/c 12 February, the government announced a change in policy for GCSE resits in colleges. This will require students to study 4 hours/week in Maths. This additional hour for Maths students will require an additional 8 GCSE maths teachers and 6 additional classrooms. All adding to the capacity challenge. The sector and the Greater Manchester Colleges' Group have expressed their concern about this change, particularly for Greater Manchester with all colleges struggling to recruit Maths teachers (given the pay differential between schools and colleges) and the lack of space to teach the increasing cohort size, let alone additional hours for these students.

3.6.1.30 Furthermore, as a result of more students studying level 2 in 2023/24, this will result in a higher progression rate for these students into level 3 in the next academic year **which reduces the number of places for new students for September 2024.**

3.6.1.31 Qualification Reform

3.6.1.32 The Post-16 Skills Plan published in 2016 set out a number of significant reforms to the technical education system in England, this was followed by a number of policy documents which set out changes to level 3 qualifications and the groups of qualifications that will be approved for funding alongside A levels and T Levels. T level qualifications replace many of the previous BTEC level 3 qualification in specific subject areas. A similar review of level 2 (and below) qualification reforms will be phased in over a 4 year period.

3.6.1.33 The Staffing Challenge

3.6.1.34 As referred to above, there are sector wide challenges facing colleges in the recruitment of staff:

- there are shortages in specific areas such as English and maths, health and social care, media, construction
- technical industry standard teachers often earn more working in the industry

- there is high turnover of staff in the construction trades as many return to industry
- difficulties in recruiting support practitioners (to support in class SEN), careers advice and guidance specialists
- shortage of agency staff available to cover in those areas where we are struggling to recruit permanent replacements will lead to decisions to limit recruitment on some courses.

3.6.1.35 The college sector has lagged the school sector in terms of pay with, on average, a teacher in a school earning £6,000 more than in a college. The College has delivered changes to its terms and conditions this year to increase retention and attraction, for example, additional holidays, reduced teaching hours, reduced working week, new roles, increased starting points for newly qualified teachers.

3.6.1.36 In addition, the College through its higher education sister organisation (UCEN Manchester) is increasing its PGCE and Certificate in Education provision and running bespoke programmes for colleagues who wish to teach from industry.

3.6.1.37 Issues arising

3.6.1.38 The capacity challenge is real, urgent and complex and has significant implications for the City of Manchester and Greater Manchester.

3.6.1.39 For example, in 2024 and beyond this means we do not have the capacity to support the Local Skills Improvement plan. We do not have the capacity to fulfil key elements of Manchester's new developing strategies or the key areas of a new Work and Skills Strategy. Nor do we have the capacity to support people progressing from the MBACC into level 3 routes or to support more progression into higher technical routes from T levels.

3.6.1.40 Whilst we have yet to see the details of the wider GM devo deal it may also mean we do not have the capacity to support the expectations within any single settlement. It also means that local people do not have the choice they have had for many years and this comes at a time when thousands more parents and young people are choosing their high performing local college than ever before.

3.6.1.41 In reality the practicalities and extra costs of asking a learner from Miles Platting to travel to Wigan or Oldham for the nearest other construction course are very prohibitive.

3.6.1.42 It is critical that we find a way to fund the capital for the extra places, in the absence of this very difficult decisions and trade off's may lie before us.

3.6.1.43 For example, if the college needed to focus on the mandatory place requirement for the City, then with constrained capacity this may mean we can no longer support 400 high needs learners, looked after children, NEET or a host of other activities. This would mean the extensive "eco system"

that we have developed with the City over the last decade would need to be restructured and the cross subsidy provided for many of these activities from LTE Group would need to be supported and funded from other agencies.

- 3.6.1.44 There are also very significant and complex issues for stakeholders. Naturally, local MP's, councillors and employers will want local people to have the best provision and best choice in the City. Prioritising Manchester residents, would mean that learners from Ashton, Thameside, Salford et al could not use the new facilities that have been partly funded by GMCA and this in turn would significantly disrupt the wider GM skills system.
- 3.6.1.45 In reality many learners have an existing guarantee of progression and any new model would take three or four years to implement. This pressure is building quickly in the City at a time when GM is setting its stall out as the beacon and exemplar region for technical/ vocational education and Manchester celebrates being UNESCO city of lifelong learning.

4.0 Next steps

- 4.1 As members would expect LTE Group and the college are squeezing capacity, taking on extra external facilities and more, but, there are natural levels of safety and safeguarding that we must maintain for young people and adults. There also limits to how many temporary initiatives can be in play without adversely impacting quality for learners and communities.
- 4.2 These levels will be reached in the summer so the college will need to review its admissions policy for September 2024.
- 4.3 There is a growing need to begin communications with MP's, schools, councillors, parents and young people to explain these issues and the current lack of strategic government solutions to them. Especially as complaints to MP's and councillors are already rising.
- 4.4. There is a need to engage with employers and the chamber of commerce about the limitations of capacity on our ability to support the LSIP.
- 4.5. There is a need to test how these issues impact key elements of The Manchester strategy, and not just those relating to Work and Skills.
- 4.6 There is a need to fully test the ability to raise the capacity funds needed to supply the places as these will take a year or more to build or refit.
- 4.7 There is an urgent need to ensure that these issues are understood and prioritised by politicians at the most senior levels in both regional and national government. Ensuring that the agencies of both, such as the new joint oversight board at GMCA have these issues as urgent priorities and are working on them.

- 4.8 GMCA has initiated a review of post-16 capacity and has issued a high level survey into the sufficiency of places to all providers in Greater Manchester. The findings will be shared and discussed with local authorities and the Greater Manchester Colleges'. LTE Group are actively supporting this work but it will need much deeper analysis of the issues than the current high level survey suggests.
- 4.9 Manchester needs to generate a deeper understanding of the implications and agree the prioritisation of capacity (with any knock on effects) should the capital not be provided to add more places. This in turn needs to include impacts on the wider GM skills system.
- 4.10 LTE Group and The College have made a number of suggestions:
- Additional support in schools to improve the English and maths outcomes would reduce the capacity needed for English and maths GCSE resits and enable colleges to concentrate on delivering work readiness and technical skills to transition students into work
 - Invest in additional capacity through capital grant (without match required) and support integrated planning with the schools system
 - Invest in smaller capital projects that could deal with immediate pinch points eg. remodelling of facilities that could create some specific capacity – in the short term some smaller investment proposals of under £1m might help with freeing up space in the short term.
 - Invest in recruitment campaigns for staff to teach in/return to teach in further education, and support with incentives e.g. Golden Hellos etc
 - Further improvement in the transition between schools and colleges eg. this year the College asked Manchester schools to share the UMS scores for English and maths GCSE students enrolled at the College (this enabled us to 'stream' students closer to a Grade 4 for a November resit).

5.0 Recommendations

- 1) Members are asked to note the very strong performance of the Manchester College, our ongoing support for a wider "eco system" with the city and the growing importance of the College locally for young people and parents in terms of their first choice.
- 2) Members are asked to note the key involvement of Manchester City Council in the timely disposal of the Shena Simon site to allow the new extension at our city centre campus to open on time and ease some of the capacity issues.
- 3) Members are asked to consider the issues in this report and to ensure that the urgency and serious nature of some of them are better understood by stakeholders more generally.
- 4) Members are asked to support the creation of a Manchester task force of senior leaders to work with LTE group. This would need both officers, elected

members and a representative from GM chamber of commerce. To further develop the analysis, agree communications to residents, schools and communities. To also ensure a formal escalation and work plan is in place from Manchester to regional and national government.

- 5) Members are asked to note the national work LTE Group are undertaking on apprenticeships and consider the shared learning at a future committee meeting.

**Manchester City Council
Report for Information**

Report to: Economy and Regeneration Scrutiny Committee – 5 March 2024

Subject: To receive information from Manchester Adult Education Service on performance.

Report of: Director of Inclusive Economy and Head of MAES

Summary

The purpose of this report is to provide information on MAES performance in 2022/23 and the skills challenges in the city.

Recommendations

Members are recommended to consider and comment on the information in the report.

Wards Affected: All

<p>Environmental Impact Assessment -the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>	<p>MAES has a sustainability plan to raise awareness and promote behaviour change with staff and learners. It includes actions across the course programme and in MAES venues to reduce energy use and increase recycling in our centres and the community.</p>
<p>Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments</p>	

<p>Manchester Strategy outcomes</p>	<p>Summary of how this report aligns to the OMS</p>
<p>A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities</p>	<p>MAES provision enables residents to contribute to and benefit from a good quality of life as active citizens and ensures that Manchester’s businesses have the skills and talents they need to prosper, contributing to a more inclusive economy.</p>
<p>A highly skilled city: world class and home-grown talent sustaining the city’s economic success</p>	<p>MAES provision is focused on improving skills to enable learners to progress to employment and/or higher-level skills and careers. It is a fundamental</p>

	building block to enable more of our residents to begin their skills pathways.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	MAES provision assists residents who are disadvantaged in obtaining work because of low skills & language barriers. MAES supports residents into sustained and healthy work with opportunities for in work progression. The service course offer and enrichment activities also play a fundamental part in improving integration and developing greater community cohesion.
A liveable and low carbon city: a destination of choice to live, visit, work	MAES provision is embedded in communities, making it an accessible and sustainable offer and MAES is working to embed carbon literacy as part of its learning offer.
A connected city: world class infrastructure and connectivity to drive growth	Improving the digital skills of Manchester residents is a key contribution that MAES can make to this theme ensuring that more of our residents are connected.

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Background documents (available for public inspection):

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

Manchester Adult Education and Skills Plan 2019-2025
Report to Scrutiny Committee 2023
MAES OFSTED inspection report 2023

1.0 Introduction

- 1.1 The purpose of this report is to provide information on MAES performance in 2022/23 and the skills challenges in the city.
- MAES is a successful service that delivers core provision aligned to the strategic skills priorities for GMCA (Our People, Our Place) and Manchester City Council (Our Manchester, Investing in Success and the Work & Skills Strategy) to develop a more inclusive economy and ensure all Manchester residents have access to the skills they need to participate. The provision, both for adult skills and community learning include vital components of the education and skills required for routes into employment, well-being, inclusion, and community cohesion, such as ESOL, English, Maths and Digital proficiency. Operating from centres geographically spread across Manchester, the MAES provision is accessible and provides adults with learning opportunities at the heart of their local community.
- MAES works in a challenging financial environment with the Adult Education Budget (AEB) at a standstill over the past decade with the GMCA allocation remaining fixed despite rising costs
- Venues such as Greenheys (Moss Side), Newton Heath and Withington continue to need urgent attention
- MAES received a full Ofsted inspection in June 2023 and received an Ofsted Good judgement.

2.0 Background

- 2.1 MAES is in the Growth & Development Directorate, Inclusive Economy service. Its provision makes an important contribution to the Greater Manchester priorities and the new Economic Plan for Manchester: Investing in Success. MAES has a key role in improving the skills and qualifications of Manchester residents so that they can access employment and benefit from and contribute to economic growth.
- 2.2 In 2022/23 MAES continued to work with other key providers and stakeholders to support the Manchester Adult Education and Skills Plan which was launched in November 2019. Its ambitious vision is that by 2025 Manchester will be the best city in the UK for adult education and skills, which will be integral to the growth of the city, the integration of our communities and the prosperity of our residents. The UNESCO recently announced award to Manchester to become part of the UNESCO Global Cities of Learning, takes us a step closer to this ambition.
- 2.3 The vision for MAES continues to be: **To deliver inspirational adult education that connects Manchester’s adults to their potential, their community and their future.**

Four objectives:

- Connecting to potential – enable individuals to build on their strengths & develop the skills and mindset they need to succeed

- Connecting to community – equip learners with the skills and confidence they need to engage with and contribute to their community
 - Connecting to futures – empower learners to progress with determination and clarity about their next steps
 - Connecting to employers – provide employers with access to a skilled and resilient workforce and the opportunity to shape MAES provision
- 2.4 Leaders and managers have aligned MAES provision with Manchester's plans and priorities to promote an organisational culture which is ambitious for what learners can achieve. This focused provision enables learners to develop skills and behaviours and achieve their goals and qualifications.
- 2.5 MAES provides agile and flexible provision which contributes to the achievement of the Manchester Work and Skills Strategy priorities, Making Manchester Fairer and Early Years and Early Help strategies. Our unique selling point is a community-based model of informal/first step learning and qualification courses delivered in 8 adult learning centres and over 50 community venues. We work with partners and stakeholders to co-design and deliver services to meet individual, employer and community needs and to support the city's strategic priorities.
- 2.6 MAES expertise and niche is in delivering both qualification courses (Adult Skills) and non-qualification courses (Community Learning) with the largest cohort aged 25-50. We also deliver a small programme for 19–24-year-olds with learning difficulties. In response to identified need by the Virtual School, we have started a small scale ESOL provision for 16–18-year-old unaccompanied asylum seekers (UASC). The Adult Skills programme includes Maths and English up to GCSE, English for speakers of other languages (ESOL) and Vocational courses in Health & Social Care, Childcare & Education and professional development including leadership & management. The Community Learning programme includes Everyday English, Preparation for Work, Digital Skills, Community Interpreting, Talk English plus a programme of short courses promoting healthy living and improving access to health information and advice. MAES also commissions projects and engagement activities as a preparation for further learning, work and to improve health and wellbeing.
- 2.7 MAES learners include those who have left compulsory education with no or low qualifications, recent immigrants who have poor English language skills, some of whom are highly qualified in their country of origin and residents who have had long periods of unemployment or no work history, many with mental health issues. The provision enables residents with low skills and complex dependencies the opportunity to improve the skills, qualifications, attitudes and behaviours they need to secure and progress in work and become less dependent on public services. Our employed learners come to improve their skills and qualifications in order to secure sustainable employment and progress at work. Most of the job outcomes are in the education, health, care, retail, hospitality and facilities sectors.

3.0 Current Projects

3.1 Keeping Warm in Winter and vaccination programme

MAES is working with Public Health to deliver a programme to improve access to healthcare and increase the uptake of Covid and Flu vaccinations, especially in communities where uptake has historically been lower.

We are doing this by:

- offering English for Health Courses - 18 short courses aiming to develop participants literacy and language around health information, health services and self-care, including the Winter Vaccination Programme (and the Childhood Immunisation Programme where appropriate).
- running a further 10 workshop / information sessions, reaching 300 residents – so far we have run 7 events at Greenheys, Abraham Moss, Longsight Library and Forum and engaged over 500 people with information and activities about protecting themselves from cold, flu and covid, flu and Covid vaccinations, which services to use in different scenarios, healthy eating and information about cost of living support. At four of the events, MLCO arranged for the peripatetic vaccination van to be present, and they were able to administer 196 Covid vaccinations and 17 flu vaccinations. The events were also attended and support by a range of other organisations, including Be Well, Black Health Agency, Ethnic Health Forum, Citizen's Advice Bureau, TFGM, Sow the City, Umeed and Neighbourhood Health Champions
- recruiting and training volunteers to support delivery of the programme alongside fully qualified tutors
- developing materials to embed health messages around winter vaccination and childhood immunisation across MAES mainstream programmes

Learner feedback from the English for Health courses have highlighted the positive impact these courses are having.

Learners state that they:

- feel more confident about discussing their symptoms with GPs and they are not scared to ask questions,
- have a greater understanding how stress can impact on their mental health,
- understand how the pharmacy can help them
- know how the 111 service can help them
- feel more confident about where to find reliable health information
- have attended their cervical smear appointments for the first time because of the information they've received
- are spending time planning for their appointment and can describe symptoms in more detail.

3.2 MAES has co-developed several professional development sessions with the learning and development team to upskill the MCC workforce. Those include, Mental Health Awareness, train the trainer, facilitating groups, performing at

interviews and presentation skills. In the last year we have delivered sessions to over 260 MCC participants.

- 3.3 The Let's Talk About Racism programme has continued to be rolled out across council services. An additional facilitator has been trained within MAES to meet the growing demand of participants expressing interest in this training. Feedback from these sessions is extremely positive. 90% identified they have made some personal changes. 96% felt more confident discussing race at work and 96% expressed an interest in follow-up training.

4.0 New Programmes

- 4.1 As part of the work with our colleagues in Learning & Development and MCC's Good Managers Guide, MAES started delivering the Aspiring Managers programme to MCC colleagues in September 2023. 53 learners enrolled onto the programme which enables colleagues to achieve a Level 3 Diploma in Leadership & Management (ILM) qualification. Employers and managers are showing commitment to their team's personal and professional development by facilitating time away from their work duties to complete the programme.
- 4.2 Level 3 courses became fundable in April 2021, along with a suite of others which are regarded as being 'high value' for the needs of the labour market. The qualifications are suitable for residents who are in employment in front line roles but looking to progress their careers further, as well as those who want to gain higher level skills before beginning their careers in these sectors. There has been a significant expansion on Level 3 Counselling pathway and following learner and tutor feedback, MAES intends to continue to grow its provision at levels 4 and 5 in the next academic year as these qualifications enable residents to access quality employment in a range of sectors. In preparation for this MAES has submitted an advanced loan application and an application to become an apprenticeship provider.
- 4.3 In September 2023 MAES introduced a new qualification to run parallel with the Level 3 Award in Education and Training. The Level 3 Award in Literacy and Language Teaching aims to develop the understanding of the English language and develop skills in reading, writing, speaking and listening to be able to apply these skills within a teaching role. We have had 20 enrolments on this programme since September, which is positive number on its pilot year.
- 4.4 Sector based Work Academy Programmes (SWAPs) whereby a learning provider collaborates with a recruiting employer and DWP to train residents for specific vacancies, continue to be delivered successfully by MAES. In the last 12 months, the service has delivered these programmes in collaboration with the Civil Service, Supply desk, Metro link and Premier Inn. Around 70% of participants have secured employment as a result of participating in a MAES SWAP, a 10% increase on the previous year.

4.5 16-18 ESOL programme

In response to identified need for ESOL classes for 16–18-year-old Unaccompanied Asylum Seeker Children (UASC) and lack of sufficient provision in the city, MAES has started a new course to cater for this group. The course started on 29 January 2024 and runs Mondays to Thursdays. 15 hours per week of ESOL classes are provided and in addition to that, enrichment activities including sports and art therapy sessions. 17 young people have been enrolled so far.

5.0 Performance and Funding 22/23

5.1 Targets and key performance indicators are set each year and performance is monitored monthly by MAES senior leaders. Headline Service level performance indicators are detailed in the table below.

MAES Performance Indicators	Actual 21/22	Targets 22/23	Actual 22/23	Actual % of Target
Adult Skills Formula Funding	£3,750,808	£3,808,634	£3,767,062	98.90%
Learners No (All Streams)	9865	10045	9473	94.30%
Adult Skills Learner No	3098	3035	2986	98.38%
Community Learning No	6767	7010	6487	92.53%
Adult Skills Enrolments*	7562	6306	6363	100.90 %
Community Learning Enrolments*	11036	10201	12092	118.53%
National Qualifications Achieved	3330	3350	3305	98.65%

*An enrolment is a start on a course therefore a learner can have multiple enrolments.

**Figures above relate to the GMCA devolved Adult Education Budget

MAES Performance Indicators	Actual 21/22	Targets 22/23	Actual 22/23	Percentage point Variation to target
Adult Skills Retention Rate	95.2%	95%	95%	0%
Community Learning	91.2%	92%	93.2%	+1.20%

Retention Rate				
Adult Skills Achievement Rate	86.3%	88%	86%	-0.30%
Community Learning Achievement Rate	88.6%	90%	91.1%	+1.1%

- 5.2 In 22/23 the service reached 111.80% of its enrolment targets for the year. (18455 enrolments against a target of 16057) this compare with the year of 21/22 where performance was 112.40%. Performance varied depending on the type of provision. For Adult Skills provision was 100.90%% of target. Achievement rates were 86.0% a small decrease of 0.30 percentage points over 2021/22. Achievement rates are a combination of factors, retention (if a learner stays on course) and pass rate when a learner achieves the qualification.
- 5.3 The total numbers of national qualifications achieved by MAES learners also decreased from 3330 in 21/22 to 3305 in 22/23, a decrease of 0.75% on the previous year. Overall performance against the formula funding target was 98.90%. (£3,767 million as against a target of £3,808 million). This was a small improvement on the previous year and is the best performance since pre the pandemic.
- 5.4 Community Learning recruitment continues throughout the entire year and overall performance was 118.53% of target (12092 enrolments against a target of 10201) this compares with 21/22 where MAES achieved 93.71% of target. This included 1362 'harder to engage' learners, on programmes delivered by our Community Learning Fund Partners (CLF). Through CLF, MAES commissions VCSE organisations with trusted connections and relationships with communities which are under served.
- 5.5 ESFA Funded 19-24 High Needs Funding participation figures were slightly up 55 against a target of 48 however the financial target was underachieved by some 8.5 % because some young people found that the programme was not for them, and this impacted the overall volume of learning.
- 5.6 MAES also continued to develop a small Level 3 provision through the national/regional skills for Jobs fund. The programme performed very well in terms of participation doubling between the pilot year of 21/22 (84 enrolments) and the outturn in 22/23 (177 enrolments) a more than 100% increase year on year. Commensurately funding also increased from (101K) in 21/22 to (213k) in 22/23. The ongoing success of this small programme has meant that MAES has developed an increased offer for 23/24.

6.0 Enrolment/Recruitment Term 1 September to December 23

- 6.1 The table below shows a breakdown by curriculum areas of MAES performance for Term 1 September to December. There were 5787 enrolments against a target of 5754 which is 100.57% of target. (See table below)

Curriculum Area	Target Course Enrolment Sept to Dec 23	Actual Course Enrolment Sept to Dec 23	% Target
Maths	696	702	100.86%
English	636	648	101.89%
ESOL	1785	1696	95.01%
Community Interpreting	180	171	95.00%
Vocational & ER	588	551	93.70%
Community Learning	888	1138	128.15%
Digital Skills	609	506*	83.08%
Prep for Work	348	351	100.86%
STEPS	24	24	100%
Total	5754	5787	100.57%

* This includes 61 enrolments not yet entered on the MIS system

NB These are retained enrolments and exclude withdrawals

- 6.2 We are taking further actions in term 2 and 3 to ensure that that current shortfall in ESOL Vocational, Digital and Community interpreting are recouped/minimised. This includes Infilling into existing provision where appropriate, selective additionality and additional recruitment campaigns for new courses.
- 6.3 MAES has commissioned provision from eight community partners in 2023/24 These include:

Back on Track	Run a range of courses, activities and volunteering opportunities with unemployed adults going through a period of recovery or rehabilitation, having experienced problems with alcohol or drugs, offending, homelessness and mental health.
Impact for All	Run courses aimed at raising self--confidence, improving skills and motivation, tailored for local unemployed Longsight residents and the barriers they face to gain employment.
Proper Job	Run courses which use drama with psychotherapy-based approaches to empower unemployed individuals, raise confidence and lead to positive change.

Reform Radio	Run courses which focus on personal development and employability through social media training for young adults aged 19-30.
Healthy Me, Healthy Communities	Healthy Me Healthy Communities run Community Grocers and Food Hubs to help address food poverty and run courses for volunteers and local communities.
Blossom	Blossom offers food, growing, wellbeing activities, and opportunities to learn to cook from scratch, including how personal lifestyle changes can impact climate change.
Sow the City	Run courses in foraging and growing and cooking food from scratch, to support sustainable living and help with cost of living.
Manchester Deaf	A deaf-led organisation providing support to deaf, deafened, deafblind and hard of hearing people. Runs BSL classes and Deaf Awareness training.

6.4 Performance to date of Commissioned partners is as follows.

All partners have recruited strongly against profiled targets. However, two new providers, have struggled to recruit to their innovative courses and are therefore struggling against profiled target.

The Service held performance review meetings with each partner in December to identify areas of concern with consideration given to a reprofile of targets or a reduction in contract value. We have now agreed a revised level of funding that we and the provider believe is achievable.

6.5 Funding 22/23 & 23/24

In 22/23 Academic year the GMCA were able to provide an exceptional cost of living payment to all providers of 5% of total contract value, in MAES case this amounted to 330K. This was very welcome and enabled the Service to break even on the year without the need to draw on its limited strategic reserve.

For 23/24 the GMCA has chosen not to continue with this methodology and have increased formula funding rates by 6.5%, which means that you can generate the same income but for 6.5% less activity. They have also confirmed that they will pay for up to 110% on formula funded provision whilst this is positive it means that there is no increase in funding on MAES Community Learning funding (50% of MAES provision) which creates a difficulty for MAES, due to the current inflationary pressures on staff and non-staff budgets. As with formula funded provision, the GMCA has indicated that providers can do less for the same amount of funding. However, we are reluctant to reduce our provision given the scale of need in the city and we are less agile than some other providers because staff are quite rightly on MCC terms & conditions, and we also have fixed overheads and costs which we need to cover. This emerging budget pressure is currently being managed by drawing down on the strategic reserve, however the reserve will be fully depleted by the end of the 24/25 Academic Year. We are actively managing this with the support of corporate finance colleagues and looking at a range of options to mitigate the budget pressures.

7.0 Quality of Education

7.1 MAES had a successful inspection in June 2023, achieving an overall judgement of 'good', grade 2. In the normal course of events another inspection is not likely to take place until 2028.

7.2 The Ofsted inspection concluded that MAES has the following strengths:

- Governors, leaders and managers are passionate about their provision. They promote a culture of compassion and care through an inclusive and ambitious curriculum. Leaders and managers align and adapt their curriculums to meet the strategic skills priorities of GMCA and MCC.
- Leaders have a clear rationale for their subcontracted provision. They collaborate with their subcontractors, who provide high-quality education through a curriculum that meets the needs of learners.
- Most learners benefit from high-quality education and training. Tutors are well qualified and hold relevant professional qualifications.
- Learners benefit from a range of opportunities that help them to develop their personal and social skills.
- Leaders have an accurate oversight of the progress that learners make from their starting points.
- Leaders and managers have developed a comprehensive careers strategy across MAES provision.
- The large majority of learners progress on to employment or further learning after finishing their courses.
- Governors have a clear understanding of the strengths and weaknesses at MAES.

7.3 Ofsted identified the following areas for improvement:

- Leaders and managers should ensure that learners develop a good understanding of the risks associated with radicalisation and extremism and how it applies to them in their personal lives and at work.
- Leaders should ensure that they fully embed their careers guidance programme across all curriculums and centres so that learners receive independent information, advice and guidance that helps them to make informed career choices.
- Leaders should put in place suitably robust plans to help learners with high needs who are transitioning out of MAES know what actions they need to take to prepare for their next steps.

7.4 MAES has a Service Improvement Plan in place to address these areas for improvement. Actions include:

- an audit of schemes of work to identify good practice and areas we need to improve in regard to embedding learning about the risks associated with radicalisation and extremism
- staff training on how to embed British Values and Prevent

- closer monitoring of uptake of careers advice and guidance and targeted interventions as a result to promote the offer to learners
- development of a Make It Happen Google Classroom which all learners have access to
- assigning responsibility to a specific member of staff in the High Needs team for transition who will meet with learners and parents and carers at key points

8.0 ESOL and ESOL Advice Service

8.1 Manchester ESOL Advice Service was established by MAES in July 2019 in partnership with The Manchester College (TMC) with one-off £197k funding from the Ministry of Housing, Communities and Local Government (MCHLG). Based on its initial success MAES, TMC and the GMCA committed resources to continue the Service in 20/21, 21/22, 22/23 and 23/24.

- It provides a **single gateway** for adults with English language needs in Manchester to access the learning that is right for them
- It is a **partnership between 27 providers** in Manchester including the WEA, community ESOL organisations and training providers
- **A centralised waiting list** is at the heart of this approach. Providers no longer hold their own, separate waiting lists and do not carry out their own assessments for ESOL after their open enrolment period in August/September

The mapping of ESOL provision and establishment of regular communication between the ESOL providers in Manchester, has led to a better understanding of the provision available and enabled us to work collaboratively to address the gaps and ensure a more effective use of existing resources.

Providers can maximise the use of existing spaces on courses quickly and efficiently with the referrals made through the ESOL Advice Service. Learners are contacted and offered a place only if they meet eligibility requirements for each course and are assessed at the level required to join the course. Comprehensive data reports on the demand and unmet need and custom reports have been created and shared with ESOL providers and stakeholders to inform their planning and delivery.

8.2 We have been leading the other 9 Greater Manchester local authorities to replicate the model in their areas. This work is supported financially by GMCA who were keen to see the Manchester model operating across Greater Manchester. So far 7 of the other local authorities are up and running and further work is being done to get the remaining two (Wigan & Tameside) operational. Local ESOL hubs deliver assessments for people resident in their areas and run a referral service to ESOL provision in their local authority area, including the management of one waiting list per area that serves all local providers. Manchester is providing central coordination, including cross-area placements where it meets the learners' needs, and has supported the development of the local ESOL hubs including constructive and practical

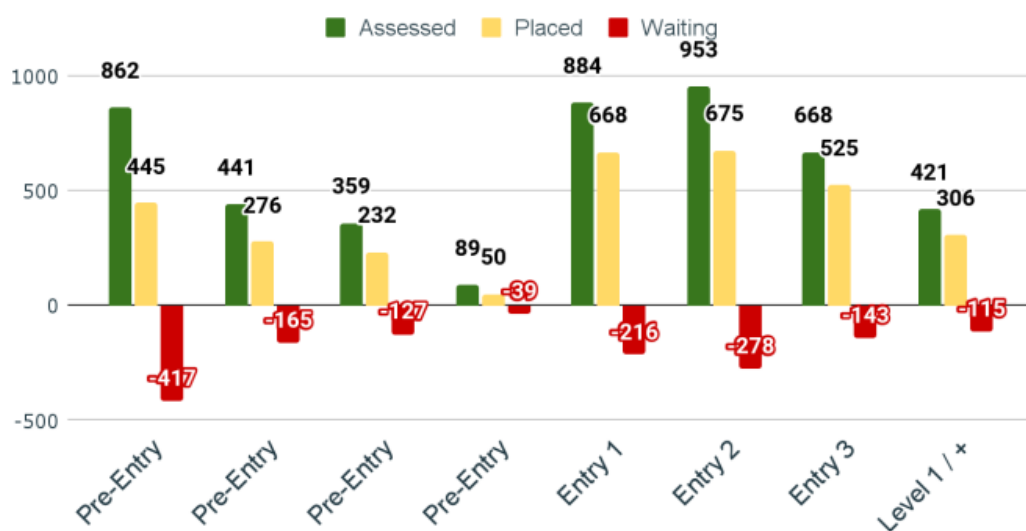
assistance such as editable tools and templates, relevant training and support for data collection and evaluation activities.

8.3 We have further developed our website at www.gmesol.org with clear and useful information for learners, stakeholders and ESOL providers including a bank of links to resources by level to support delivery. There are links to online learning for learners to use independently where possible while they are waiting for a place. We have also developed a referral pathway on the website, whereby an organisation, a professional or a friend can refer a learner, with their consent. Both parties are then contacted with details of the assessment date and outcome.

8.4 **August 2022 – August 2023**

In 22/23, the Manchester ESOL Advice Service completed a total of 5,379 4,385 assessments (an increase from 21/22 of 23%).

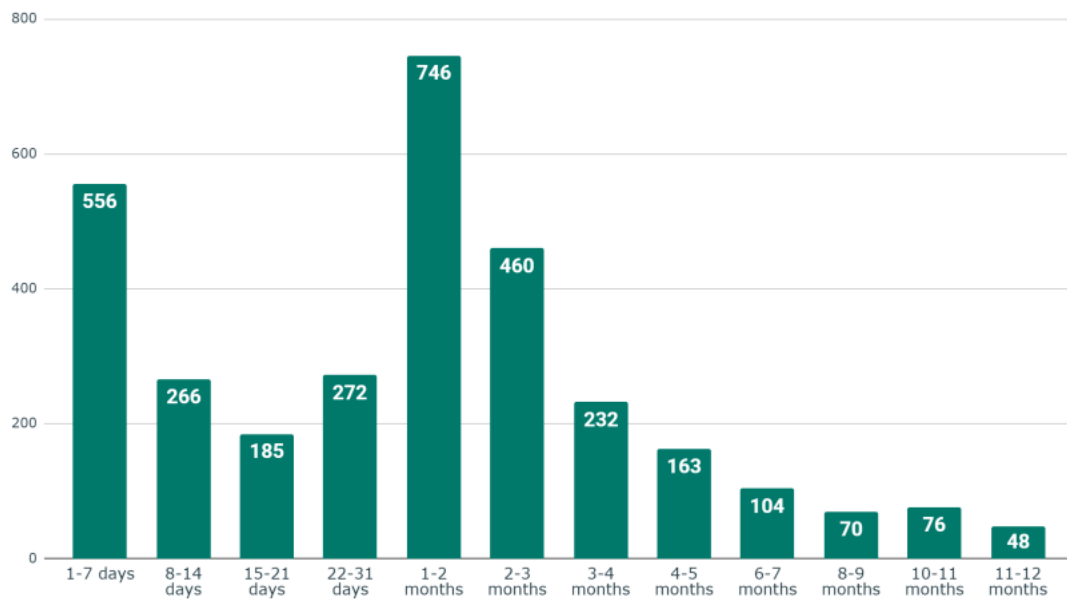
Learners assessed, placed and waiting



A total of 3,177 (67.6%) learners were placed on a suitable course. This is an increase of 740 more residents being offered places compared to 2021/22. 1,500 learners remained on the waiting list. However, 434 (28.9%) of all learners on the waiting list have been contacted with an offer of at least one suitable course.

A high proportion of learners (78.2%) joined a course within three months of being placed on the centralised waiting list. 556 of these learners were offered a learning opportunity at the time or within a week of their assessment. The breakdown of average waiting times from assessment to joining a class in the chart indicates that the likelihood of joining a course decreases with the time on the waiting list - only 21.8% of all learners who were placed (692 individuals) accepted the offer of a course after they had been on the waiting list for over 3 months.

Average waiting times from assessment to class



In 2022/23, Manchester ESOL Advice Service achieved a number of positive outcomes for learners, ESOL providers and stakeholders and the wider impact on a strategic level through collaborative work on the Greater Manchester ESOL Advice Service.

The key outputs include:

- Comprehensive data reports on the demand and unmet need and custom reports. Quarterly reports shared with ESOL providers and stakeholders have led to optimising provision, i.e. helping fill the gaps quickly and efficiently and setting up new provision based on the evidence of need, which created additional 272 spaces at Pre-Entry-Entry 3 levels
- Establishing clear referral routes for stakeholders looking for ESOL provision for their customers, which has ensured a consistently high number of referrals, particularly from JCP offices. Discussions have taken place throughout the period regarding measures to improve the conversion of referrals that lead to a completed assessment. ESOL awareness sessions were delivered online and in Job Centre offices in areas with a higher concentration of ESOL residents, which were designed to promote ESOL Advice Service and highlight the referral process. Regular assessment sessions currently take place in four Job Centres, with the intention that by having an increased presence, communication with work coaches will improve, thus enabling more learners to attend their assessment. The data has demonstrated that these measures have had a positive impact, as there has been a 3.6% increase in the conversion rate of referral to assessment since October 2022, with 918 JCP customers having been assessed overall.
- 67.9% of all assessed learners (3,177 individuals) have joined a suitable course following an assessment. Learners have access to and are made aware of a greater number of options than if they registered

with one provider and 77.2% of all assessed learners have been offered at least one course or learning opportunity.

- Collaborating with other local authorities in Greater Manchester and supporting new local ESOL Hubs (Bolton) based on the Manchester model and developing agreements and processes to enable collaborative working between the participating areas.
- Developing and maintaining the website at www.gmesol.org with clear application and referral processes, as well as useful information for learners, stakeholders and ESOL providers across seven local authorities in Greater Manchester, including a bank of links to resources by level to support online learning.

8.5 September 2023 – January 2024

8.5.1 There has been a continuing demand for ESOL courses across Manchester. Since August 2023, face-to-face assessments have been offered at MAES centres, the Manchester College sites and three job centres.

8.5.2 From September 2022 to January 2023, 2,607 assessments have been completed.

8.5.3 A total of 1,350 (51.8%) learners have been placed on a suitable ESOL course following an assessment so far in 23-24. An additional 362 learners have been placed from the 2022-23 waiting list. 1,132 remain on the 2023-24 centralised waiting list. 389 of the learners who remain on the waiting list have been offered at least one learning opportunity. Some residents do not require a place following an assessment. Overall, the majority of Manchester residents looking to join an ESOL course have been assessed at low levels, the majority ranging from Pre-Entry to Entry 2.

8.5.4 The highest volume of learners on the waiting list is at Pre-Entry level (49% of the total waiting list).

9.0 Priorities for the current academic year

9.1 For the service to continue to support the priorities of Manchester and the wider community, it must successfully return to a position of financial stability where it provides a high-quality service to residents. It is important that the service focuses on the following priorities for the remainder of the current academic year:

- Continue to utilise the curriculum planning process. This plan aims to ensure that the efficient use of resources is maximised therefore shortfalls in recruitment and funding are addressed.
- Improve headline achievement rates to meet national rates, (potentially between 86% and 92%)
- Improve headline pass rates on adult skills programmes to 95%

- Continue to work on the future shape of MAES, to ensure that it is financially sustainable, agile and can respond to current & future need and opportunities.

9.2 The priorities outlined above will allow MAES to continue to exist as a service that is a financially sound, high-quality provider of Adult Education and Skills.

**Manchester City Council
Report for Information**

Report to: Economy and Regeneration Scrutiny Committee - 5 March 2024

Subject: Support for Business

Report of: Director of Inclusive Economy

Summary

This report provides an update on the support offered by the Manchester Growth Company and the Manchester City Council to support businesses in Manchester to set up and grow.

Recommendations

The Committee is recommended to note and comment on the content of the report.

Wards Affected: All

Environmental Impact Assessment -the impact of the issues addressed in this report on achieving the zero-carbon target for the city	A liveable and zero carbon city is a theme in the Work and Skills strategy and The Growth Hub provides specific support for businesses in relation to net zero through their Bee Green programme.
Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments	Business support services aim to provide support and engage will all groups to support some of our most disadvantaged residents. Both the Growth Company and Manchester Libraries through Build a Business have a track record of supporting women and Black and Minority Ethnic led businesses

Manchester Strategy outcomes	Summary of how this report aligns to the Our Manchester Strategy/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The report aims to highlight how Businesses are helped to grow and survive, whilst providing new employment opportunities and new jobs for Manchester residents.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Support for businesses includes in work training and upskilling to ensure residents in work have the skills and experience to meet business needs and progress in the labour market.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Supporting local businesses and entrepreneurs to start up and grow, supports our ambitions to be a more inclusive and prosperous city. The business support programmes have a focus on increasing diversity
A liveable and low carbon city: a destination of choice to live, visit, work	A liveable and zero carbon city is a theme in the Work and Skills strategy and The Growth Hub provides specific support for businesses in relation to net zero through their Bee Green programme.
A connected city: world class infrastructure and connectivity to drive growth	Support is available to support businesses adopt new technologies with support through both training, upskilling and financial support for ICT investment.

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

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Background documents (available for public inspection):

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

- The Growth Company's Business Support Report to Economy Scrutiny Committee 10 October 2019
- Investing in Success: An Economic Strategy for Manchester reports to Economy and Regeneration Scrutiny Committee – 7 November 2023 and The Executive – 15 November 202.
- Manchester's Work and Skills Strategy Refresh, Economy Scrutiny February 2022)
- Work and Skills Strategy, Economy Scrutiny June 2021
- Work and Skills Strategy - Executive 29 June 2022

1.0 Introduction

- 1.1. This report provides a review of the business support programmes that were previously funded under ERDF. The report also provides an update and summary of the newly funded business support services provided by GC Business Growth Hub and the Manchester Library Service's Business and Intellectual Property Centre - Build a Business Service, funded under the UK Shared Prosperity Fund.

2.0 Background

- 2.1. Manchester is home to just under 51,000 registered businesses in the city, employing just under half a million people and has which is a rise of 70% of businesses since 2010
- 2.2. Small Medium Enterprises including Micro Businesses (employing under 250 employees) make up by far the largest proportion of business in the City. The number of Manchester SME and Micro businesses in 2023 stands at 50,480. When comparing figures with 2010 then there has been a substantial rise of 70.5% in SME businesses. When comparing 2023 with 2022 figures for the City Centre of SME businesses there has been a decline of 4.5%, but when comparing with figures from 2016 (the furthest back the data is available) there has been a rise of 15.0%. In 2023 the number of businesses in the City Centre was at 19,555.
- 2.3. Between 2010 and 2021 Manchester has seen a rise of 60.6% in its GVA (Gross Value Added). The largest sectors contributing to Manchester's GVA are Financial and insurance activities with 15.9%. The second largest sector is Professional, scientific and technical activities which accounted for 12.5% of Manchester's GVA in 2021.
- 2.4. In terms of employment the largest sector is Professional, scientific & technical which accounts for 59,000 employees in Manchester. This sector has increased by 51.3% since 2015. The second largest sector is the Health sector which accounts for 53,000 and has risen by 17.8%. The third largest sector is Business administration & support services which accounts 50,000 employees and has risen by 31.6% since 2015.
- 2.5. The city has a fantastic international profile, with £1.3 billion investment at Manchester Airport, new cultural assets including the Aviva Studios and Co-Op Live, and our global reputation for sport.
- 2.6. "Investing in Success: An Economic Strategy for Manchester" approved by Executive in October 2023 sets out the vision for Manchester's economy to function as a net-contributor to UK GDP and provide the best possible opportunities for our residents. This strategy aims to create an economy that:
- Is thriving and performing as well as the best international comparators.
 - Creates great opportunities and increases social mobility for our residents.
 - Attracts the best of global business and talent.

- Is resilient to future shocks and a changing climate and capitalises on the opportunities created by the transition to zero-carbon.
- 2.7. The Work & Skills Strategy also sets out very clear priorities the Thriving and Sustainable City theme specifically to; “Develop and grow Manchester’s business support ecosystem and promote awareness of the city’s business support offer to our business community to enable it to innovate and grow; to Influence Manchester’s business support ecosystem to support sustainable self-employment and business start-up, as well as promoting sustainable models of ownership, including co-operatives and social enterprises; and to encourage and support employers to offer good-quality employment that includes secure contracts, predictable hours, and that pays at least the Real Living Wage.
- 2.8. Support for new business start-ups as well as existing business in the City is therefore pivotal to ensure Manchester continues its strong trajectory of growth and delivers its vision for the Manchester Economic Strategy for businesses and residents in the city.
- 2.9. Manchester is well placed and benefits from a wide range of support for business through numerous networks and membership-based organisations including;
- Greater Manchester Chamber of Commerce
 - City Co
 - Pro Manchester
 - Federation of Small Business
 - Digital Manchester
 - Plus wider Business networking events and organisations including BW3, North Manchester Business Forum, Business Sounding Board and Our Manchester Business Forum.
- 2.10. Businesses at all stages access support from a variety of sources including banks, professional services, family and friends, For the purposes of this report, our focus will be on two publicly funded business support services offering help and support in Greater Manchester; The Growth Company Business Growth Hub and Midas Service; and the Manchester Library Service, Business and Intellectual Property Centre (BIPC) Build a Business Service.

3.0 What have the Business Support Programmes achieved

- 3.1. **Business Growth Hub** is one 38 Growth Hubs across England to support and improve business performance, enabling businesses to build their capacity and capability. Growth Hubs were originally supported and managed by Local Enterprise Partnerships (LEPs), with core funding from Government and the EU.
- 3.2. Initially funded by Local Growth Fund/LA (£26M) and EU funds (£18.8M), the **Business, Productivity and Inclusive Programme** (BPIG programme), which commenced in 2018, delivered sustainable and inclusive growth across

the Manchester business base, enabling local businesses to survive and thrive. Demonstrating its success, a further LA funding investment of £8.1M was agreed in November 2020, leveraging £8.2M European Regional Development Fund (ERDF) and a further £2.8M match funding; enabling programme delivery to be extended to June 2023. To reflect the increased focus on innovation and the Innovation GM initiative, the programme extension was named the **Business Productivity, Innovation, and Inclusive Growth Programme (BPIIG)**.

- 3.3. An independent evaluation of the BPIIG programme found that return on investment had doubled (since BPIIG) to £10.66 for every £1.00 invested, and that 75% of businesses had seen an increase in their productivity. The evaluation also testified to significant environment and inclusivity outcomes with over 9,000 tonnes of CO2 savings (over 90% of GM's ERDF targets for this outcome) and 20% of businesses saying they had improved their inclusivity practices as a result of the programme. A more detailed report of is attached in Appendix 1- "GM Growth Company – Support for Business Report".
- 3.4. Business Support figures from the BPIIG/BPIIG programme for Manchester are in table 1

Table 1	Businesses Engaged	Businesses Assisted	Entrepreneurs Assisted	GHG Reduction	Jobs Created
Manchester Total	4289	1,540	344	5,194 tonnes	950
% of all GM Support	27%	30%	22%	46%	26%
	New Businesses Supported	New to Firm Products/ Services	New to Market Products/ Services	University Collaborations	
Manchester Total	296	124	50	33	
% of all GM Support	34%	27%	32%	27%	

- 3.5. **How Business Growth Hub support will be delivered under UK Shared Prosperity Funding**
- 3.6. GM Business Growth Hubs (GMBGH) seven core ERDF funded projects came to a close in September 2023, with UK Shared Prosperity Funding (UKSPF) secured under E23 to continue to deliver business support across Greater Manchester from October 2023 onwards. This has allowed for a more flexible approach to delivery and has enabled support to be delivered to a wider range of businesses across the city-region, both in terms of size and type, which was previously restricted under ERDF funding.
- 3.7. Aligned to the Greater Manchester Strategy, GMBGH's programme of delivery under UKSPF supports a greener, fairer, and more prosperous city-region,

strongly focused on the frontier sectors, and actively supporting foundational economy businesses/social enterprises wishing to develop and grow. A key priority of the UKSPF E23 contract is to strengthen local entrepreneurial ecosystems and with that, focus remains on supporting those businesses located within the deprived wards of the City, in addition to targeting underrepresented groups, such as businesses lead by women, ethnic minorities and business leaders over the age of 50.

- 3.8. In addition, delivery includes fully integrated place-based support, a targeted approach to key account management and targeted engagement with those businesses within the city that have not received any support from GMBGH within the last two years. GMBGH also continues to align with Manchester's priorities, ensuring that support is fully distributed across all neighbourhoods, in addition to supporting investment zones, such as ID Manchester and Corridor Manchester.
- 3.9. **Midas:** Is the Inward investment and promotion agency for Manchester that supports GMCA and the 10 local authorities to promote Manchester as an investment destination and attract new investment in the City. Midas operates independently of the Growth Company but does function as a subsidiary business and is part of the Growth company family.
- 3.10. The city works in very close collaboration with the Midas team across the Work and Skills and City Centre Growth and Infrastructure teams and some example include:
- sharing trends and intelligence around the types of roles that potential investors into the city will need to help shaping future initiatives via Work and Skills Board
 - sharing perspectives from employers with an ESG agenda who want to engage with schools and pupils from disadvantaged background, eg. MIDAS recently attended the Manchester City Council Work and Skills Team workshop discussion on 'How Employers link in with Schools'
 - engaging the team to support on bigger scale recruitment needs for existing and new large employers into Manchester, eg. MIDAS arranged roundtable discussions to discuss the skills and recruitment requirements for the Government department relocations into Manchester.
- 3.11. Midas has had a huge amount of year-on-year growth with last year being on of their most successful and over the last 3 years attracted 59 new businesses into the City of Manchester creating 8,297 new jobs with an estimated investment value (GVA) of £486.4M. See Table 2 below.

TABLE 2		Manchester		Greater Manchester		
Year	Projects	Jobs	GVA	Projects	Jobs	GVA
2023/24 so far	24	651	£37,228,229	40	1,938	£85,827,099
2022/23	38	3,926	£237,244,813	61	4,723	£287,555,792
2021/22	27	3,720	£211,919,125	56	5,092	£290,636,557

- 3.12. **Marketing Manchester (MM)** promotes Greater Manchester nationally and internationally as a place to visit, invest, meet, and study and support MIDAS in promotional delivery, focusing on priority sectors and campaigns including digital, innovation and green.
- 3.13. Hatch consulting evaluated Marketing Manchester's activities in 2022/23, based on the economic impact of conferences/events and trackable campaigns. These activities attracted visitor expenditure to GM, supporting 360 net additional jobs, 54% of which were based in Manchester. £20m in net additional GVA was supported, representing a return on investment of £11 for every £1 of public investment.
- 3.14. The conference and business events sector in Manchester attracts 4.4m delegates per year, supports 35,100 FTE workers and generates a total spend of £904m, of which, £862m is generated from core conference and business event activity and a further £42m from leisure extenders.
- 3.15. Since April 2023, 75 bids have been submitted by MM for conferences and 5 bids submitted for sporting events to be held in Manchester. In the same period, 26 conferences have been confirmed, worth £35.3m and bringing 17,600 delegates to the city; 4 major sporting events have also been secured, including UEFA Men's Championships 2028 and the Women's Rugby Union World Cup 2025.
- 3.16. **Marketing Manchester's Campaigns and Promotion** - MM also promotes GM as a vibrant leisure destination, targeted at the priority markets of the UK, USA, Germany, Spain and the UAE, with China and India as secondary markets. Often campaigns are run in collaboration with partners in the travel industry, with activities such as paid multi-channel digital campaigns and influencer programs. In 2022/23, campaign activity achieved a reach of over 18 million, economic impact of £8.9m and ROI of 34.1.
- 3.17. **Marketing Manchester Digital Portfolio** - MM's digital portfolio sites have over 4 million visitors annually, and social media channels generate 17 million impressions per year.
- **visitmanchester.com** - The official tourism site for Greater Manchester and the most visited regional DMO site outside of London. Traffic is driven to the site through content-lead activity and ongoing domestic and international digital campaigns with international visitors currently accounting for 15% of traffic.
 - **meetinmanchester.com** - Promotes the destination as a place to hold major meetings, conferences and events.
 - **investinmanchester.com** - Promotes GM to increase foreign direct investment.
- 3.18. **Greater Manchester Good employment Charter Service** is delivered by the Growth Company on behalf of the GMCA. The Charter is a voluntary membership and assessment scheme that aims to raise employment standards across GM, for all organisations of any size, sector, or geography.

- 3.19. The Charter has two tiers of membership:
- **Supporters** – Employers that support the aim of the Charter and have made a commitment to improving practice in all characteristics of good employment.
 - **Members** – Employers that have made the Supporter Commitment and meet the membership criteria in all characteristics of the Charter.
- 3.20. Within Manchester, currently the Charter has 214 Supporters and 46 Members.
- 3.21. The Charter sets out seven ‘Characteristics of Good Employment’ relating to Pay, Secure Work, Flexible Work, Employee Voice and Engagement, Recruitment, Management, and Health and Wellbeing. The Charter works with Supporters to assess their employment practices against defined membership criteria, bring evidence to an independent technical panel and make recommendations to the Charter Board every quarter.
- 3.22. The Work and skills team work in close collaboration with the GM Good Employment Charter team to promote good employment to businesses. As part of GM Good Employment week in June 2023, Manchester City Council provided digital advertising assets including our advertising screens across the City, where members of the public were invited to take a short quiz to establish how good their job was, gaining over 200,000 engagements.
- 3.23. **Appendix 1** - A further detailed report on Growth Company services including the Business Growth Hub, Midas, Marketing Manchester and GM Good Employment Charter can be found in Appendix 1 “GM Growth Company – Support for Business Report”.
- 3.24. **Build a Business in GM Libraries:** Build A Business is a GM project delivered by the Manchester’s Business and Intellectual Property Centre Network (BIPC) and is part of Manchester City Council’s Library service, in collaboration with Libraries across the other nine GM boroughs.
- 3.25. Build a Business secured Build a Business secured £1.3M ERDF funding in November 2020 and was matched with staff time to deliver a comprehensive programme of enterprise support for local businesses in a community setting. This funding ended in June 2023 and replaced by further funding of £1.4M UK Shared Prosperity Funding from July 2023.
- 3.26. Build a Business is aimed at small businesses, entrepreneurs and anyone thinking of starting their own business. Each local authority library provides a dedicated enterprise champion, offering tailored help to support new businesses including;
- one to one helping support from an enterprise officer
 - modular workshop programme for new businesses
 - intellectual property support
 - local workshops networking events
 - free access to industry standard business information

3.27. Between April 2020 and March 2023, the Business & IP Centre Greater Manchester:

- Helped to create 2,170 new businesses and 357 additional jobs
- Generated £17,944,181 Gross Value Added (GVA)
- Supported a range of entrepreneurs, of whom 62% were women, 42% identified themselves as from a minority ethnic community, 15% were disabled, 24% were aged 35 and under and 36% were from the most deprived areas.

3.28. The Business and IP Centre Network commissioned a national impact report over a three-year period, which highlighted that the BIPC Greater Manchester based in Manchester Central Library to supported entrepreneurship and economic recovery at a local level and contributing to a payback of £6.63 for every £1 of public money spent across the BIPC Network. 96% of existing businesses supported are still trading.

3.29. **How BIPC and Build a Business will be delivered under UK Shared Prosperity Funding**

3.30. BIPC has secured £1.4M of funding via the UK Shared Prosperity Fund until 31 March 2025 to continue to deliver place based local enterprise services and events for business. A priority of the UKSPF E23 contract is to strengthen local entrepreneurialism by supporting residents and businesses in deprived wards of the City. There is a specific focus on supporting underrepresented groups, such as businesses lead by women, minority ethnic and business leaders over the age of 50. Build a Business has been successful in support underrepresented groups to date, as their service is locality based in a well trusted library setting.

3.31. **Enterprise Incubation and Managed Workspace**

The City alongside BIPC received £1.8M UK Shared Prosperity Capital and Revenue funding to support the delivery of a Manchester Enterprise Space Project. The Generator Project will deliver enterprise and incubation start up space in the Town Hall Extension, Royal Mills, delivered by the BIPC. This is complemented with additional space at 422 Space in Longsight and the Yard in Cheetham Hill. This will aim to create 1,800 square metres of new start up space created or improved in the city and will support over 430 business creating 20 new jobs and 40 new businesses by March 2025.

3.32. More detailed summary about Build a Business can be found in: Appendix 2 – Democratising Entrepreneurship 2.0 report and; Appendix 3 “A Summative Assessment of the Build a Business in Greater Manchester Libraries Project”.

4.0 Conclusions and key points to highlight in relation to UKSPF funding

4.1. Manchester is very well placed and benefits from a very mature and well-functioning Business Support eco system that provides a range of services

that generally meet the needs of local businesses, whilst also ensuring Manchester as a destination is fully promoted. This report provides an overview of the outcomes and successes of the previous programme and it is pleasing to note that these can be built on and further developed with GM SPF funding.

- 4.2. However, it is worth highlighting that funding under UKSPF will come to an end on 31 March 2025 and at the time of writing we are unclear as to what future programmes will look like or how they will be funded. The need to continue to grow and scale businesses continues to be a priority at Manchester and GM level and the city council will continue to work closely with the GMCA to understand the forward plan. We would expect business support to be a high priority for the single settlement and deepening devolution discussions with Government.

5.0 Recommendations

The Committee is recommended to note the progress and comment on the content of the report.

6.0 Appendices

Appendix 1 “GM Growth Company – Support for Business Report”.

Appendix 2 “Democratising Entrepreneurship 2.0 report”

Appendix 3 “A Summative Assessment of the Build a Business in Greater Manchester Libraries Project”

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Title: Report on the Support Offered by The Growth Company and the Council to Support Businesses in Manchester to Set Up and Grow

Report to Manchester City Council Economy and Regeneration Committee

Date: 5 March 2024

Report by: Mark Hughes, Chief Executive of The Growth Company

1. Introduction

1.1 The Growth Company (GC) is an accredited social enterprise, which has been operating for over 30 years, whose **purpose is to enable growth, create jobs and improve lives** in Greater Manchester (GM). The GC Board is made up of private and public sector members, with 5 LA representatives from across GM. GC supports businesses to start, grow, internationalise, and become more environmentally sustainable, and helps individuals to upskill, secure work, and progress in their careers.

1.2 As a social enterprise not-for-profit distribution company, we set our societal purpose alongside ensuring we are financially resilient and successful. Our funding is made up of contracted public sector income (grants and payment by results contracts) and commercial income from business services.

1.3 Aligned with the Greater Manchester Strategy, the Growth Company's comprehensive suite of business support and promotion services, (alongside its skills and employment) is assembled through both GM and national commissions, supports a greener, fairer, and more prosperous city-region, with a strong focus on inclusive growth, innovation, inward investment, and productivity.

1.4 Services include:

- **GM Business Growth Hub** - Greater Manchester's Business Support Service supporting businesses seeking to start, grow and develop, through leadership and workforce development, innovation, investment, internationalisation, and resource efficiency/carbon reduction (See Section 3).
- **MIDAS** - the lead for inward investment for Greater Manchester, with a strategic aim to secure significant levels of new investment for the city region to create and safeguard jobs (See Section 4).
- **Marketing Manchester** - the city-region's Destination Marketing Organisation, responsible for the strategic positioning of Greater Manchester and the development of its promotional brand framework (See Section 5).
- **GM Good Employment Charter** - a voluntary membership and assessment scheme that aims to raise employment standards across GM, for all organisations of any size, sector or geography, delivered on behalf of GMCA (See Section 6).
- **GC Business Finance** - specialising in simple, ethical loans, supporting businesses to start, grow and thrive (See Section 7).

- **GC Angels** - an Early-Stage Seed Investment Fund, deploying equity investment into innovative purpose driven businesses in GM (See Section 8).
- **Made Smarter Adoption Programme** - technology adoption programme aimed at boosting manufacturing SME productivity, growth and efficiency (See Section 9).
- **Green Economy** - Supporting the transition to net zero, helping businesses to decarbonise with advice, training and support delivering long term resilience, environmental credibility and financial savings (See Section 10).
- **Energy Innovation Agency** - a partnership between eight organisations, established in 2021 to help the GM city-region transition energy systems to a carbon-neutral economy, bridge the energy innovation gap, and help accelerate carbon reductions (See Section 11).

1.5 This report will focus on the breadth of support these services provide to businesses across Manchester, enabling them to set up, survive and thrive.

2. Manchester Delivery Performance

2.1 Between April 2023 to December 2023, GC business support services achieved the following outputs:

Business Growth	MCR	GM
No. of business engagements	2,570	8,733
No. of business assists	710	2,630
Jobs created	743	1,485
Additional GVA from actual jobs created	£21m	£58m
Jobs safeguarded	173	241
Innovation		
New products introduced	30	109
Research collaborations with GM knowledge base	5	17
Investment		
Businesses offered loan or grant funding or equity investment	79	341
Value of loan or grant or equity funding secured by businesses	£2.3m	£8.9m
Inward investment projects secured	23	37
Projected new jobs from secured inward investment projects	646	1,917
Value of GVA growth from projected inward investment jobs	£37.1m	£84.6m
Enterprise		

Engagements with individuals interested in starting a business	488	2,071
Clients advised on starting a business	317	1,319
No. of start-up loans issued - 3rd Party and Direct Lending	109	400
No. of start-up loans issued - Direct lending	55	236
No. of new businesses supported (within first 12 months)	17	63
No. of starts	41	233
No. of completers	68	291

3. GM Business Growth Hub

- 3.1 GM Business Growth Hub (GMBGH) supports businesses seeking to start up, grow, and develop, through leadership and workforce development, innovation, investment, internationalisation and resource efficiency/carbon reduction.

Previously funded through the Business Productivity and Inclusive Growth Programme (BPIIG), GMBGH recently transitioned to a new core funding programme, funded under UK Shared Prosperity (UKSPF) and GM Retained Business Rates (RBR). Initially funded by Local Growth Fund/LA and EU funds, the BPIIG programme, which commenced 2018, delivered sustainable and inclusive growth across the Manchester business base, enabling local businesses to survive and thrive. Demonstrating its success, a further GM investment leveraging ERDF enabled programme delivery to be extended to June 2023.

An independent evaluation of the BPIIG programme found a return on investment of £10.66 for every £1.00 invested, and that 75% of businesses had seen an increase in their productivity. The evaluation also testified to significant environment and inclusivity outcomes with over 9,000 tonnes of CO2 savings (over 90% of GM's ERDF targets for this outcome) and 20% of businesses saying they had improved their inclusivity practices as a result of the programme. Summary evaluation findings provided within additional supporting information.

Final business support figures from the BPIIG programme (to September 2023) for Manchester were as follows:

	Manchester Total
Businesses Engaged	4,289
Businesses Assisted	1,540
Entrepreneurs Assisted	344
Carbon Reduction (tonnes)	5,194
Jobs Created	950
New Businesses Supported	296
New to Firm Prods/Services	124
New to Market Prods/Services	50
University Collaborations	33

GMBGH's BPIIG/ERDF/ESF funded EnterprisingYou and Skills for Growth contracts ended in September 2023, with UK Shared Prosperity Funding secured under E23 and Retained Business Rates enabling the continuation of all elements of business support across Greater Manchester from October 2023 onwards.

This has allowed for a more flexible approach to delivery and has enabled support to be delivered to a wider range of businesses across the city-region, both in terms of size and type, previously restricted under ERDF/ESF funding rules.

3.2 **GMBGH's Business Support for Manchester under UKSPF/RBR**

Aligned to the Greater Manchester Strategy, GMBGH's programme of delivery under UKSPF strongly focuses on the frontier sectors, and actively supports foundational economy businesses and social enterprises wishing to develop and grow.

A key priority of the programme is to strengthen local entrepreneurial ecosystems. The focus remains on supporting those businesses located within the deprived wards of the City, in addition to targeting underrepresented groups, such as businesses led by females, ethnic minorities, disabled and business leaders over the age of 50. GMBGH also continues to align with Manchester's priorities, ensuring that support is fully distributed across all neighbourhoods, in addition to supporting investment zone, such as ID Manchester and Corridor Manchester.

Support available to businesses includes specialist and sector support covering the following areas:

- Access to Finance
- Decarbonisation
- Innovation and Digitisation
- Leadership and Management
- Workforce Development
- Social Value
- Enterprise
- Internationalisation
- Frontier, Foundational and VCSE sector support

Key changes under the new programme include:

- additional **place-based support** through fully integrated Partner Account Managers, Enterprise Specialists, Workforce Development Specialists and Local Innovation Connectors, based within each Local Authority.
- a new approach to account management, including a **targeted, data-based approach to Key Account Management** for large domestic businesses, aligned with MIDAS, and focusing on employers in the

frontier and foundational sectors demonstrating the highest propensity to grow.

- the return of **match funded grants** supporting GM businesses to reduce their carbon emissions.
- **alignment of GMBGH's Enterprise programmes** under the well-established EnterprisingYou brand to ensure economies of scale, further collaboration, and seamless client service, and working in partnership with the GM Libraries' 'Build a Business' programme.
- embedding a **Workforce Development Programme** to ensure that business owners can identify and manage skills gaps which are impacting productivity and growth aspirations.
- focused and dedicated resource for the **foundational sectors**, supporting areas such as the cost of doing business, growth opportunities, innovation, digitisation, and Net Zero.
- specific focus on **under-represented groups** (50+, women, ethnic minorities and disabled), and the **most deprived areas**.
- specific focus on **supporting businesses who haven't accessed business support in the last two-years**.
- the creation of a range of **digital tools** to create awareness of the wider support landscape, including a new website and CRM.
- the creation of an **alumni network** to encourage ongoing, longer-term support through partner-led workshops and events.
- **increased flexibility under UKSPF** compliance to engage a broader range of businesses and individuals.
- **development of digital toolkits**, such as Business Knowledge and Funding Finder, Skills Map, iMentor and the launch of Simplifi, an entry point for businesses to access information, guidance, funding and investment support, and Growthflag, which launched in January 2023, and identifies businesses with growth potential.

3.3 Account Management and Stakeholder Support

The Growth Company has standardised its Account Management function which operates across GMBGH, MIDAS and Marketing Manchester. Working with an initial data set of 22,000 Greater Manchester businesses (>5 employees), the c.3,300 businesses (31% in Manchester) with 10+ employees in the frontier and foundational sectors and demonstrating the highest propensity to grow were segmented. Of these businesses, the newly established Key Account Management team supports large domestic companies, while SMEs are account managed by the thematic and sector-specific teams within GMBGH.

Delivery on the new programme is now underway, with company data segmented into sector specific lists and disseminated across teams to create a consistent, longer term, and directly targeted approach to account management across GMBGH. Manchester City Council's Work and Skills Team has visibility of the data population set for Manchester and progress will be shared through the Stakeholder Account Manager's "Team Manchester" updates.

Manchester's Stakeholder Account Manager co-ordinates the relationship between GMBGH specialist delivery teams and Manchester City Council and is working in partnership with the Work and Skills Team to agree an action plan, determining the City's top priorities and identifying opportunities for collaboration and the support required by Specialist Advisors. This enables us to target resources effectively to deliver economic impacts across all Manchester's neighbourhoods.

Aligned with Manchester's Economic Strategy, activity under the new programme focuses on several pillars, including production and innovation, the green economy and green growth, and bridging the gap of disparity from the city centre region and wards to the north and south. Manchester is the most deprived city within Greater Manchester, with nine of its thirteen neighbourhoods classed as being in deprivation. This disparity to the north and south is evident and a stark contrast to the city centre.

Key areas of focus remain on working with the Local Authority to develop bespoke packages of support for individual wards, each with varying demographics and facing their own individual challenges. Examples of this include supporting Manchester City Council (MCC) with the consultation process for the businesses on Moston Lane East alongside local SME roadshows led by the Work and Skills team. The Stakeholder Account Manager has brokered introductions to additional teams at MCC to ensure that we are taking a strategic and targeted approach to wards and sectors, including the Neighbourhood Management Team and the District Centre Programmes Team. Under UKSPF, businesses within retail, leisure and the foundational economy sectors can now be fully supported, allowing for GMBGH to support more businesses in under serviced wards and begin to assist in building a cohesive business eco-system.

GMBGH is also proactively working to align with Manchester City Council's priorities to drive inclusive growth. We are aware of the ongoing expansion of the city centre region to the north in Cheetham Hill and large-scale redevelopment projects such as Wythenshawe town centre, Holt Town, Victoria North, and Airport City, and are including these locations within our delivery plan. Additionally, we are supporting a more resilient local economy by working to increase the number of community owned businesses and co-operatives in the city and prioritising economic opportunities for residents. Examples of this include supporting residents to close the skills gap and creating economic development plans for neighbourhoods affected by the large-scale regeneration and development.

The continued transition to a zero-carbon city also remains a priority and we continue to work with businesses, residents, and infrastructure to support them to adapt and become sustainable, building resilience to climate change.

More widely, the Stakeholder Account Manager leads engagement across the city to ensure there is strong awareness of our services, also attending

networking events and organising bespoke events to ensure promotion of GMBGH and other GC services.

Place-based provision is at the centre of GMBGH's UKSPF delivery strategy. Alongside the Stakeholder Account Manager, place-based resource has been increased across the business; with Enterprise Specialists, Workforce Development Specialists and Local Innovation Connectors all embedded within each individual Local Authority. Each place-based specialist is highly visible within the City: working in place for a minimum of 3 days per week; proactively engaging with local networks, including the North Manchester Business Network and BW3; organising and attending drop-ins across all wards, as well as working closely with the DWP and Job Centre plus; completing client engagement and outreach; supporting and collaborating with partners; and attending BGH Match Events, organised with support from the Stakeholder Account Manager and the City Council.

Our Enterprise service also supports GM Libraries' Build a Business Programme to ensure full alignment with the E22 funded Generator Startup workspace and the future sites in Royal Mills, The Yard and 422 Stockport Road, making for a transparent, marketable service with a proven Enterprise service model, building on the successful EnterprisingYou brand and programme.

Building on key elements and learnings from the Skills for Growth – SME programme, the Workforce Development service supports transformational change within a business, improving efficiencies through supporting businesses to assess and address workforce development and skills needs.

As part of the E19 contract, GMBGH has introduced the GM Innovation Ecosystem programme; designed to accelerate routes to market and commercialisation in the digital, creative and tech, sustainable advanced manufacturing, net zero and health innovation sectors. The Innovation Connector for Manchester has been in role since January and will focus on developing relationships specifically in priority areas such as Manchester Science Park, ID Manchester and the Oxford Road Corridor.

3.4 GM Business Growth Hub Case Studies

3.4.1 Thomas Kneale

Textile producer Thomas Kneale is a Manchester-based, family owned business supplying bedroom, bathroom and household textiles to public sector institutions, blue chip firms, and private companies throughout the UK.

Currently employing 21 people, the business began its journey with GMBGH in 2016. Having worked with several service streams including Growth, Access to Finance and Resource Efficiency, they were recently recognised with a King's Award for Enterprise in the Sustainable Development category, which was awarded to just 15 businesses nationwide. The support offered

from GMBGH was referenced within their submission and supported their ultimate win.

Since working with the Resource Efficiency team and undertaking the Journey to Net Zero programme, Thomas Kneale replaced its old boiler with a modern, combi model, saving 2.3 tonnes of CO₂e every year and enabling them to achieve their green goals.

The business also took part in the Growth Company's Skills for Growth - SME Support and Growth Lens programmes, focusing on upskilling employees through training and development, and growing the business through sales strategies.

3.4.2 **Wisterias Care Software Ltd**

Wisterias Care Software Ltd began its journey with GMBGH under ERDF's StartSMART programme, building the foundation of the business and creating a new care software management package. Our Enterprise Specialist recently assisted in the bid writing process of a successful application for GMCA foundational economy funding, and since securing the initial £10,000 funding round, the company has developed a care management system that gained credibility from several Manchester-based care providers. Rigorous testing and additional research have been undertaken to progress towards a minimum viable product, that aims to enhance care plans and set the standards for person-centred care.

The business is continuing its journey with GMBGH under UKSPF to support an application for phase two funding from the Foundation Economy Innovation Fund and is receiving support from the Innovation team to assist in bringing the product to market.

4. MIDAS

4.1 MIDAS is the lead for inward investment for Greater Manchester and its strategic aim is to secure significant levels of new investment for the city region, by creating and safeguarding jobs. This is achieved through the global business marketing of the city region's key sectors and the provision of an extensive package of free advice for businesses.

MIDAS provides tailored support to businesses whether looking into their first investment into the city-region, or through ongoing support to large foreign-owned businesses with an existing presence here. As set out within Manchester's refreshed economic strategy, Investing in Success, MIDAS works closely in partnership with MCC to ensure continuous growth and engagement with the city-region's ambitions and initiatives.

Aligned with the Greater Manchester Local Industrial Strategy and Manchester's priorities of nurturing thriving, productive and innovative sectors, MIDAS focuses on GM's key sectors: financial and professional services, technology, life sciences and advanced manufacturing and low carbon. This

includes Manchester's specific strengths: cyber, FinTech, genomics, and the Green Economy.

MIDAS aims to bring high value jobs into the city-region, as talent is the number one driver for businesses interested in investing in the city, and in 2022/23, 63% of jobs created had an annual salary of at least £35k.

Manchester ranks very highly in terms of its existing skilled workforce and talent pipeline, as businesses aim to diversify their workforce across gender, ethnicity and socio-economic background. Investors are also increasingly prioritising environment, social, and corporate governance goals, which is well-aligned with Manchester's focus on inclusive growth. To further grow and diversify the Manchester talent pool, several programmes have been established by MIDAS Account Managed businesses including the Diverse Talent Accelerator by AutoTrader, the North West Tech Talent Forum with PwC UK, Siemens, GCHQ and Arup (of which MIDAS is involved as a participant); CISCO and BNY also deliver apprenticeship schemes in Manchester.

Furthermore, MIDAS supports the implementation of the Greater Manchester Internationalisation Strategy through market engagement and market vehicles. This includes the Manchester China Forum, Manchester India Partnership, and the US market.

4.2 Key Performance Indicators

	Manchester		
	Projects	Jobs	GVA (£)
2023/24*	24	651	37,228,229
2022/23	38	3926	237,244,813
2021/22	27	3720	211,919,125

*2023/24 to date

4.3 Examples of Manchester Based Projects

Completed	Business	Sector	Jobs	Additional
2023/24	JP Morgan	Financial services	12	
2023/24	Alvares and Marsal	Financial services	160	
2022/23	Starling Bank	Financial services	850	
2022/23	Rolls Royce	Energy and Environment	50	UK HQ
2022/23	Hologic	Life Sciences	40	

2022/23	Concretene Ltd	Construction & Engineering	30	R&D
2022/23	Roku	Technology	300	
2022/23	EY	Professional Services (Tech roles)	1,200	Regional HQ
2021/22	Cloud Imperium Games	Gaming	615	UK HQ
2021/22	Hilti	Engineering	250	UK and European HQ/ R&D
2021/22	PwC UK	Professional Services (Tech roles)	1,000	
2021/22	DCMS	Public Sector	270	Regional HQ

4.4 MIDAS Case Studies

4.4.1 Starling Bank (New investor, 850 jobs planned over three years, GVA £51,755,650)

Starling is a British challenger bank with a bold and disruptive vision. They were attracted to Manchester because of the strength of the talent pool and increasing recognition of the city-region as an international FinTech hub. MIDAS provided information and research on Greater Manchester and supported Starling with research on the extensive Tech and Financial Services ecosystem. Through familiarisation visits, MIDAS introduced Starling to networks and contacts at local universities as well as collaborative tech partners and previous investors. PR coverage was also generated through a coordinated announcement.

Charlotte Richards, Head of Talent Acquisition said: *“We’ve had a great experience and have felt very supported by MIDAS. They have supported us in many different ways including local introductions, supporting/discussing with our PR/Comms function and assisting us with our recruitment efforts.”*

4.4.2 Rolls Royce SMR (New investor, 50 jobs planned over three years, GVA £2.6m)

Rolls-Royce recently opened a new HQ office for their ‘Small Modular Reactor’ (SMR) division. SMRs are new civil nuclear power technology that allow small power stations to be built off-site, in modules that can be transported to nuclear licenced sites, for construction into an operational power station. Rolls-Royce SMR is one of the leading businesses in the sector, with engineering operations in Derby and Warrington.

In 2022, Rolls Royce SMR began looking for an HQ location, and MIDAS put forward a proposition detailing the opportunities for locating future manufacturing facilities in Greater Manchester: highlighting the nuclear engineering, manufacturing, and academic strengths of the city region. Rolls-Royce decided to take space at 11 York Street in Manchester, quoting expected job creation of 50 to 75 new roles. Support is ongoing, with MIDAS helping the Rolls-Royce SMR team integrate into the Greater Manchester ecosystem, and setting in place support options for further skills development, recruitment, and options for potential manufacturing locations.

Tom Samson, CEO of Rolls Royce SMR said: *“Rolls-Royce SMR is coming back to Manchester, where Charles Rolls and Henry Royce first met in 1904. We’re growing as a company and, as we move at pace to build our SMR power stations in the UK, the time is right to set up our head office in this fantastic city.”*

4.4.3 **Hologic** (Expansion of existing investor, 40 jobs planned over three years, GVA £2.1m)

Hologic, a US healthcare and medical company, further expanded its operations in Wythenshawe with the support of MIDAS. This included a new Covid testing manufacturing line with new technology and machinery, along with a new warehousing operation.

MIDAS was instrumental in Hologic’s decision to invest in Manchester and provided a variety of support services. This included extensive help with recruitment, industry networks via events and key stakeholder contacts, including GMCA, universities, and charities.

5. **Marketing Manchester**

5.1 Marketing Manchester (MM) promotes GM nationally and internationally as a place to visit, invest, meet, and study. MM is the Destination Management Organisation (DMO), the Local Visitor Economy Partnership (LVEP) and incorporates the Manchester Convention Bureau and the Sports Bidding Unit. MM supports MIDAS in promotional delivery, focusing on priority sectors and campaigns including digital, innovation and green.

Hatch consultants evaluated Marketing Manchester’s activities in 2022/23, based on the economic impact of conferences/events and trackable campaigns. These activities attracted visitor expenditure to GM, supporting 360 net additional jobs, 54% of which were based in Manchester. £20m in net additional GVA was supported, representing a return on investment of £11 for every £1 of public investment.

5.2 **Visitor Economy**

- MM was one of the first destination organisations to be accredited as a **Local Visitor Economy Partnership** by VisitEngland in 2023.
- MM is developing the new **Greater Manchester Strategy for the Visitor Economy 2024–2030**, through extensive collaboration and engagement

across the sector. The new Strategy will set out the collective ambition for growth in the sector.

- **Manchester's Accommodation Business Improvement District (ABID)**, which launched in 2023 with 74 properties, is delivering a programme to increase overnight stays in the city.
- MM has collaborated with Core Cities to participate in the **Global Destinations Sustainability Index**, allowing over 100 destinations to benchmark best sustainable practice within the visitor economy. A new post in Marketing Manchester will now champion this.

5.3 Business Visits and Events

The conference and business events sector in Manchester attracts 4.4m delegates per year, supports 35,100 FTE workers and generates a total spend of £904m, of which, £862m is generated from core conference and business event activity and a further £42m from leisure extenders.

Since April 2023, 75 bids have been submitted by MM for conferences and 5 bids submitted for sporting events to be held in Manchester. In the same period, 26 conferences have been confirmed, worth £35.3m and bringing 17,600 delegates to the city; 4 major sporting events have also been secured, including UEFA Men's Championships 2028 and the Women's Rugby Union World Cup 2025.

5.4 Marketing Campaigns and Promotion

MM promotes GM as a vibrant leisure destination, targeted at the priority markets of the UK, USA, Germany, Spain and the UAE, with China and India as secondary markets. Often campaigns are run in collaboration with partners in the travel industry, with activities such as paid multi-channel digital campaigns and influencer programs. In 2022/23, campaign activity achieved a reach of over 18 million, economic impact of £8.9m and ROI of 34.1.

MM's digital portfolio includes:

- **visitmanchester.com** - The official tourism site for Greater Manchester and the most visited regional DMO site outside of London. Traffic is driven to the site through content-lead activity and ongoing domestic and international digital campaigns with international visitors currently accounting for 15% of traffic.
- **meetinmanchester.com** - Promotes the destination as a place to hold major meetings, conferences and events.
- **investinmanchester.com** - Promotes GM to increase foreign direct investment.

Together the sites have over 4 million visitors annually, and social media channels generate 17 million impressions per year.

An international media relations programme is coordinated to achieve positive coverage and elevate perceptions of Manchester as a place to visit, meet, invest and study. In 22/23, there were 200 media visits and engagements with journalists to GM, showcasing the destination. Over 250 pieces of positive coverage were generated across print, digital and broadcast channels, providing 1.2 billion opportunities to see.

5.5 Place Promotion

Marketing Manchester has supported GM's place promotion, capital investment and real estate ambitions for over 20 years, helping to facilitate important discussions about infrastructure, housing, innovation, equality and sustainability. Using the Manchester Invest Partnership as an overarching brand, a presence is coordinated at several leading global place promotion events including MIPIM in March, UKREiiF in May, LREF in September and EXPO Real in October.

5.6 Sector Marketing

MM leads on the development of marketing activity that promotes GM's key sectors nationally and internationally through an annual programme of business-to-business marketing and communications activity that includes paid media partnerships, paid multichannel digital campaigns, media, conferences and events. Activity falls within campaign themes of *Digital in our DNA*, *Powering Innovation* and *Greener Greater Manchester*.

5.7 Global Perceptions, Benchmarking, and City-to-City Partnerships

MM works to increase positioning, raise the profile and positive perceptions of GM. Benchmarking activity is undertaken by MM for GM across five priority indices, overseen by the International and Marketing Advisory Board (IMAB): Resonance World's Best cities; IESE Cities in Motion; QS Best Student Cities; Schroders Global Cities Index and FDI European Cities of the Future.

MM agreed a two-year city-to-city tourism partnership with NYC & Company in January 2020. Due to the pandemic, activity was limited. A new city-to-city partnership has been agreed with NYC Tourism & Conventions, starting February 2024, incorporating £250K advertising asset share, PR and best practice.

In January 2024, MM worked with the New York Times to secure Manchester's prestigious place on its annual '52 Places to Go' list for 2024.

6. Good Employment Charter

- 6.1 On behalf of the GMCA, GC delivers the Greater Manchester Good Employment Charter. The Charter is a voluntary membership and assessment scheme that aims to raise employment standards across GM, for all organisations of any size, sector, or geography.

The Charter has two tiers of membership:

- **Supporters** – Employers that support the aim of the Charter and have made a commitment to improving practice in all characteristics of good employment.
- **Members** – Employers that have made the Supporter Commitment and meet the membership criteria in all characteristics of the Charter.

Within Manchester, currently the Charter has 214 Supporters and 46 Members.

The Charter sets out seven ‘Characteristics of Good Employment’ relating to Pay, Secure Work, Flexible Work, Employee Voice and Engagement, Recruitment, Management, and Health and Wellbeing. The Charter works with Supporters to assess their employment practices against defined membership criteria, bring evidence to an independent technical panel and make recommendations to the Charter Board every quarter.

In addition to the Supporter Membership assessment, the Charter also delivers a wide range of engagement activities including in-person events, ‘Share and Learn’ sessions, ‘Explore Days’, webinars, masterclasses, workshops, an annual Good Employment Lecture as well as the popular podcast ‘Good Employment Chatter’. All of this is curated and delivered in collaboration with key partners including ACAS, CIPD and TUC. The Charter also produces a weekly Good Employment News bulletin and monthly newsletter.

In June 2023 the Charter held the country’s first Good Employment Week, with over 25 events across the city region throughout the week, highlighting the benefits of good employment, the principal focus of the week was to inform and empower employers about what ‘good work’ should feel like. Utilising the advertising assets of TfGM and Manchester City Council members of the public were invited to take a short quiz to establish how good their job was. This together with other social media activity across the week attracted over 200,000 engagements. In 2024, Good Employment Week (17-21 June) will focus on equality, diversity and inclusion in the workplace.

The Charter also hosts the annual Good Employment Awards, celebrating employment excellence and recognising achievements over the previous year.

7. **GC Business Finance (GCBF)**

- 7.1 Regulated by the Financial Conduct Authority and operating as a Community Development Finance Institution (CDFI), GCBF is an established lender to the start-up, high-risk market, providing a blend of public/private capital to businesses struggling to raise funds from mainstream sources.

As a key component of GM’s Business Growth model, GCBF finance products integrate with other Growth Services to create a packaged ‘finance with support’ offering, addressing:

- Significant market failure/gaps, including start-ups, female founders and ethnic minorities, alongside other underfinanced demographic segments.
- Barriers to finance/support for cashflow issues.
- Banks inability to ethically/profitably lend to target customer.
- Current finance options being regional/inconsistent/bureaucratic/time-consuming for entrepreneurs create market failure.

Within Greater Manchester, GCBF provides a range of business finance products, including:

- **Start-up Loans – up to £25,000** through UK Government backed loans, each business owner or director can borrow up to £25,000 over 1-5 years. GC Business Finance Start Ups are a national business support partner delivering the Start Up Loans Scheme.
- **Growth Loans – £25,001 to £300,000** available to those who are to be able to demonstrate a viable business plan, for a wide range of purposes including filling gaps in working capital, funding expansion projects, leasing commercial premises and asset acquisitions.
- **GM Export Loans – up to £250,000** can be used for working capital or as cash support to enable clients' bank to issue tender bonds, advanced payment guarantees, or performance bonds and applicants have access to a team of International Trade Advisors through DIT if appropriate to develop their export strategy.
- **GC Angel Investment** - specialising in £25k-£2m investments for early-stage start-ups at critical innovation stage.

GCBF lends/invests £10m each year in GM and manages £125m funds per annum elsewhere across the rest of the UK, to entrepreneurs whose businesses are unable to access mainstream finance.

Between April 2023 – December 2023, GCBF lent £2.4m to 118 Manchester businesses helping to create or protect 253 jobs. Of these, 93% were start-ups, and 41% of loans were to female entrepreneurs and 40% to ethnic minorities.

Since April 2018, GCBF have funded 3,320 GM SMEs including 2,911 business start-ups, lending £52.5m, whilst creating and protecting 1,518 jobs.

8. GC Angels

- 8.1 GC Angels is an Early-Stage profit with purpose Seed Investment Fund, deploying equity investment into innovative purpose driven businesses in GM. GC Angels invests £25,000 - £150,000 in each enterprise, and has previously been recognised as the most active Seed investor in the region.

GC Angels was set up to offer direct funding to bridge the 'equity gap' for innovative SMEs struggling to find the finance they need to grow and enable a vital pipeline of investible 'growth' projects for institutional capital and other GM backed funds by way of follow on. GC Angels collaborates with innovation

partners across GM including Universities, Accelerators, Tech Hubs, and investors (Venture Capitalists, High Net Worth Individuals), to create a wide range of support for companies.

GC Angels has invested in 36 innovative GM businesses to date. 57% are based in the City of Manchester, deploying £3.2m directly to the market. The team has supported the scaling up of the portfolio, with >40% getting follow on funding >£16.5m. The fund achieved its first exit in 2023 and investing those funds back into GM to support more startups. 42% of the current portfolio comprises female and mixed gender founding team, and 25% ethnic minority founders. Both metrics are well above the industry average. GC Angels is the leading early-stage investor in innovation across GM.

GC Angels is a recognised Investment partner for InnovateUK. This gives scaling GM businesses access to exclusive grant opportunities and helps bring InnovateUK products to market. Currently, 33% of GC Angels portfolio companies have utilised InnovateUK grants to develop innovative products. Without this early-stage intervention, GM businesses cannot access the required capital to grow and scale, reducing their economic benefit to the area.

GC Angels is now in the process of setting up a larger Seed Fund, looking to ensure capital deployment in GM for the next 5 years, funding ~100 more innovative startups, and taking a leading role in ensuring that the next wave of innovative GM businesses have the capital required to expand.

9. Made Smarter Adoption Programme

- 9.1 The Made Smarter Adoption programme boosts manufacturing SME productivity, growth and efficiency. The programme supports businesses to adopt Industrial Digital Technology (IDT): Robotics and autonomous systems; additive manufacturing; data analytics; AI & data; Virtual modelling/VR. The objectives of the programme are focused on addressing the barriers to IDT adoption set out in the Made Smarter Review, including low-level awareness of IDTs and their benefits; accessing funding to invest in IDT solutions; and developing the know-how and skills to maximise the benefits of IDTs for manufacturing businesses and their employees, including increasing leadership and management skills.

Greater Manchester's Local Industrial Strategy sets out its strategic priority to improve productivity in the city-region's manufacturing base by adopting Made Smarter approaches to accelerating the development, design, adoption and creative application of digital technologies, Artificial Intelligence, environmental technologies, and graphene and 2D materials, thereby revolutionising manufacturing processes and accelerating commercial growth.

Since the start of the pilot programme in 2018, Made Smarter has delivered technology adoption grant-funded project support to 98 SME manufacturing and engineering firms across Greater Manchester (8 in Manchester), representing: total project value of £6.7m; private sector investment of £4.9m;

£1.8m grants awarded; 1337 new or upskilled jobs; and a forecast gross GVA increase of £70.6m.

Primarily, this involved projects relating to Data and Systems Integration, and Robotics and Process Control Automation, but also included investment into: additive manufacturing (3D printing); augmented and virtual reality; big data and analytics; cognitive computing and AI; enabling technology; and industrial Internet of Things.

The Government has confirmed continuation of the Made Smarter Adoption programme from 2025/26, including a national roll out to cover the whole of the UK.

10. Green Economy

- 10.1 Green Economy (GE) provides end-to-end support to businesses, supporting the UK's transition to net zero, helping businesses to decarbonise with advice, training and support, delivering long term resilience, environmental credibility and financial savings.

Simultaneously, GE helps to grow local green technologies and services businesses, increasing their visibility, improving their competitiveness and providing access to new sales opportunities. This includes connecting businesses who are looking to decarbonise directly with green technology suppliers.

By supporting the entire green supply chain, GE aims to deliver an equitable net zero transition, working with local government and combined authorities to implement business support that simplifies the business path to net zero, whilst removing barriers linked to slow or low adoption of green technologies.

11. Energy Innovation Agency

- 11.1 Created in 2021, the Energy Innovation Agency (EIA) is a partnership set up to help the GM city-region transition energy systems to a carbon-neutral economy, bridge the energy innovation gap, and accelerate carbon reduction.

EIA supports energy innovators (local, national, and international) to scale low-carbon energy innovations in GM, and help end-users access validated, effective solutions that help decarbonise buildings and transport.

Its four focus areas, aligned with GMCA's 5-year Environment Plan, include:

- Decarbonisation of heat
- Energy generation and storage
- Energy diversity and flexibility
- Low-carbon transport

Innovation should make energy use more efficient, greener, and equitable, but developing new technologies doesn't traditionally occur on a timescale that

matches the urgency of our current energy crisis. Connecting start-up and university innovators with industry guidance and commercialisation support accelerates product development, bringing forth solutions that address real-world challenges. These innovations open new avenues for business decarbonisation that crucially make financial, as well as environmental sense.

There are three broad strands of innovation that the EIA helps to deliver:

- Incremental innovation – better versions of existing technology: flexible, lightweight solar panels, micro wind turbines for road and rail, industrial-scale heat pumps.
- Novel innovations – brand new technologies (long duration flow battery storage to complement increased renewables).
- “Smart” innovation – using data and connectivity (AI ‘brains’ for buildings that can detect if HVAC is breaking down or machinery is running out of hours).

To enable this innovation, EIA delivers a 1-1 support service for innovators and access to funding through InnovateUK grants. In addition, EIA hosts energy challenge events and meet-the-buyer events to draw out end-user energy challenges and connect with solution providers. There are also collaboration agreements in place with public and private sector businesses/properties who are willing to support new innovators to test their innovations prior to full commercialisation.

12. Future Focus

- 12.1 The requirement for business support has never been greater as companies innovate and navigate increasing costs, inflation, and labour/skills shortages resulting from the EU Exit and COVID 19, amidst global instability, shifting geo-political environments and economic shocks. The Growth Company’s future focus is to continue to deliver a wraparound, sector-focused programme of business support, aligned to and in support of Manchester’s strategic priority: to create a strong, inclusive, and innovative economy with diverse growth sectors. To that end, further activity is planned in support of Manchester’s world-leading Investment Zones, innovation assets, and the forthcoming £1.7Bn innovation district, ID Manchester.

Additional Supporting Information if required:

[BPIIG Evaluation Impacts.pdf](#)
[Skills for Growth Performance](#)
[EnterprisingYou Impacts Report](#)
[GMBGH Organogram](#)

Democratising Entrepreneurship 2.0

Libraries as engines of economic
recovery and growth

July 2023



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The British Library and the Business & IP Centre Network are grateful to the following supporters and partners:



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Their support is vital in helping us to deliver programmes and services that democratise entrepreneurship and help people, from all walks of life, to start up and grow sustainable businesses.

Introduction

In 2019 we released *Democratising Entrepreneurship: Libraries as engines of economic growth*, an evaluation report of the Business & IP Centre (BIPC) Network and our impact on local business communities and economies across the country. We learned that our services were reaching more people from diverse and disadvantaged backgrounds than ever before. Located in public libraries on or near high streets, we were delivering proven social and economic impact, and crucially, our customers were creating robust businesses.

Using BIPC services to research their markets, understand and protect their intellectual property assets, and invest in their skills to learn the 'nuts and bolts' of running a small business, they were positioning themselves to be sustainable for the long-term.

Little did we know, that within a year, the world would change considerably, and our customers would face the hardest challenge of their business lives. Many were forced to completely change their business model, to step back, reevaluate and proceed with caution. Slowly, they reemerged: changed, more resilient and open to new ways of doing things.

During this time many more people were choosing, for the first time, to pursue their long-held dreams of setting up a business. Whether they identified with the term entrepreneur, freelancer, small business owner, self-employed, side-hustler, hobbyist or, more often than not, simply 'shopkeeper' or 'designer', we welcomed and encouraged them, and helped them find the answers they were looking for.

We too, changed. We rapidly expanded our online offer, and established bespoke programmes to help small business owners who were struggling with the effects of the pandemic. We were pleased to discover that the strength of libraries need not be restricted to bricks and mortar. More people were accessing library services than ever before [around three in ten adults in the UK, or fifteen million people, engaged with public library services during lockdown¹], in part because our core principles remained the same whether online or offline – accessible, free and impartial support, delivered by dedicated information professionals and trusted business experts.

As libraries began to reopen their doors and customers returned – ready for real life interaction once again – BIPCs were prepared. With investment of £13 million from the Department for Digital, Culture, Media and Sport in 2020, the Network expanded to over 100 locations, bringing on board new Centres and supercharging the existing BIPCs, enabling them to deliver their offer through a hub and spoke model in more urban, rural and coastal locations than ever before.

This report, *Democratising Entrepreneurship 2.0* reviews the impact of BIPC services over the past three years. Why 2.0? Like our customers, the BIPC Network has grown, adapted, become more resilient and better connected. The results of this report show how we have continued to democratise entrepreneurship and support economic recovery at local, regional and national levels across the UK.

^[1]Libraries Connected (December 2020). *Libraries in the Pandemic: Evolving Services To Meet Local Need*. <https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.librariesconnected.org.uk%2Fsites%2Fdefault%2F-files%2FLibraries%2520in%2520the%2520pandemic%2520-%2520final>.

Background to the Business & IP Centre National Network

Helping businesses to innovate and grow is one of the British Library's six core public purposes. Since 2006, our BIPC has created a unique model, providing targeted help to aspiring entrepreneurs and early-stage businesses, and helping established SMEs to scale. During this time, over 122,000 entrepreneurs have benefitted from the BIPC support in London.

Building on this success, the Library began in 2010 to explore working with local authorities and library service providers in other parts of the country, starting with a successful pilot in Newcastle. In 2012, with support from the Intellectual Property Office, the BIPC National Network was born, amplifying the unique power of libraries as engines of innovation, economic growth and social mobility in the heart of diverse communities.

The Centres are physical hubs where people can come together to learn, network and access free and low-cost information and support in protecting and commercialising a business idea.

The service comprises:

- Free access to high-quality UK and global market intelligence, customer insights and company data (worth over £5m), combined with intellectual property advice and guidance.
- Free and low cost workshops, one-to-one support and mentoring delivered by library staff and public/private sector business experts and partners.
- Topical and inspirational networking events, featuring role model entrepreneurs.
- Accessible and welcoming spaces with access to PCs, desks and Wi-Fi, plus co-working and maker spaces in some locations.
- A comprehensive package of online support; including webinars, one-to-one business and IP advice sessions and screenings of our programme of inspirational panel discussions, many of which are available to view online on demand.

Following the publication of the original *Democratising Entrepreneurship*¹ report in the summer of 2019, the BIPC Network was awarded £13 million by DCMS (the Department for Digital Culture, Media and Sport) in the 2020 Spring Budget.

The primary aim of the funding was to grow the Network from 12 to a total of 20 regional Centres across England by 2023. Prospective library authorities were invited to apply to set up a BIPC service in their area, with Brighton & Hove, Kent and Worcestershire Library Services subsequently joining the Network in 2020. They were followed by Bristol, Oxfordshire and Tees Valley (Stockton-on-Tees) in 2021. In the autumn of 2022, the final two Centres in Cumbria and Southampton launched their services, meeting the Network-wide target of 20 regional Centres in England, and 22 Centres nationwide (including in Glasgow and the British Library in London).

A second aim of the funding was to expand the reach of services through a hub and spoke model of service delivery, in collaboration with partner libraries and local authorities. Over the course of the funding period 80 BIPC Locals (85 including the London BIPC Locals at Bromley, Greenwich, Lewisham, Waltham Forest and Wandsworth) and 500 BIPC Business Information Points were established by participating regional Centres.

In October 2022, the Library commissioned ERS Research & Consultancy to undertake an economic impact evaluation of the BIPC Network. This report reviews the findings on performance and delivery over the past three years (April 2020 to March 2023)².

[1]Democratising Entrepreneurship: Libraries as engines of economic growth (June 2019).

[2]The findings of this report are based on 1,137 responses to an e-survey, conducted between 5 December 2022 and 23 January 2023, alongside desk-based research conducted by ERS with library teams, delivery partners and stakeholders.

CASE STUDY:

Tas Jennings Founder of Very Craftea, Peterborough

Tas Jennings is the founder of Very Craftea, a tea and craft kit online retailer based in Cambridgeshire.

"I started Very Craftea in January 2017. Before that, I worked in the construction industry my whole life, have two degrees (one in Construction Management and one in Architectural Venue Design and Digital Innovation) and decided to change it all for a life of tea and crafting."

Tas' mission was to allow people to create moments which made them feel comforted and included. Her teas are consciously sourced and embroidery kits are designed and created locally.



"BIPC Cambridgeshire & Peterborough has helped no end! The resources have helped me identify potential wholesale customers who I can contact about my business and products. In addition, it gives access to trend documentation and consumer reports which have helped me plan for possible new products and services. Also, I can't praise the team enough. They are so supportive of everything I have done since we connected and provide assistance and advice all the time, even when I'm not in the Centre!"



Driving economic recovery and growth

In the three-year period, April 2020 to March 2023, the BIPC supported a total of 62,876 individuals, through a combination of 17,831 in-person and online one-to-ones, 4,314 workshops or webinars and 1,121 in-person, online or hybrid events. In addition, BIPC Network staff responded to 51,591 business enquiries, providing aspiring entrepreneurs and established business owners with key information.

The evaluation found that the Network is:

- **Creating enterprises:** over the last three years supported the creation of **18,175 new businesses**, equivalent to **24** new businesses every working day.
- **Creating jobs:** services helped new and established businesses to create an estimated total of **6,124 FTE jobs**.
- **Increasing turnover:** net additional sales growth was an estimated **£248 million**.
- **Boosting local economies:** net additional GVA (Gross Value Added) for BIPC supported businesses was an estimated **£168 million**.
- **Delivered excellent value for money:** with a Benefit Cost Ratio (BCR) of **£6.63 for every £1 invested**.



Laura Curling, founder of Higham Refill,
BIPC Northamptonshire customer



The survey found that, of those that started a business, 25% had been unemployed or made redundant when they started their business.

Businesses that used the services demonstrated strong survival rates. For those supported in 2020/21, the 12-month survival rate was 96%¹ and for those in 2021/22, the 12-month survival rate was 95%².

“ BIPC Oxford has been there for me at a tough time and at each turn have provided me with vital advice and contacts and support to keep my business developing. ”

E-survey respondent, Oxford

Photos: Luca Sage

^[1]BIPC Annual User Survey (2021).

^[2]BIPC Annual User Survey (2022).



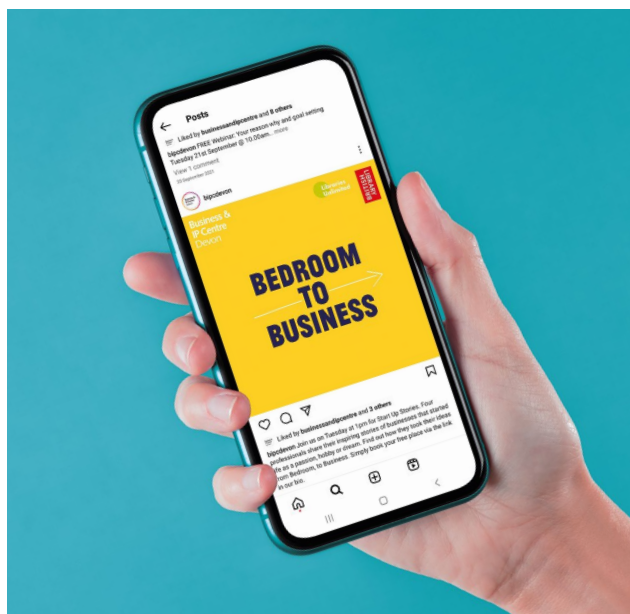
CASE STUDY:

BIPC Devon Bedroom to Business Programme

Launching in September 2021, BIPC Devon's Bedroom to Business programme was a 13-week course of webinars delivered by local delivery partners. Covering a diverse range of topics such as exploring the motivation to become an entrepreneur, researching business ideas, planning customer journeys, and setting goals, the programme was designed to help aspiring entrepreneurs take their first steps towards running their own business.

At the end of the course, five participants were selected to receive an extra three months of one-to-one support from a qualified business coach and entrepreneur.

Bedroom to Business was repeated in 2022 due to popular demand, with recorded content and webinars uploaded onto BIPC Devon's website, where anyone who missed the programme, or wanted to revisit it, could access the learning free of charge.



BEDROOM TO BUSINESS

With BIPC Devon

"We'd been in business for about nine years but during the pandemic we moved back down to Devon, so for me it was about making connections in Exeter.

"The online sessions have been really handy as I've been able to do those in my own time, and it covers everything you need to know, whether you are a start-up, or whether you've been in business a bit longer like myself it's got a bit of everything for everyone!"

(Rebecca Reece, Bedroom to Business Participant and Owner of Devon Aqua Natal)

“I have used several of the things I have learnt on the course already. This has resulted in my product being better-placed with more suitable markets saving me time and money whilst increasing my predicted profit margins. Also looking at my customer journey more closely will make my overall service far better for the customer and therefore my brand. 10/10.”

E-survey respondent, Devon

CASE STUDY:

BIPC National Network Reset. Restart Programme

The Reset. Restart programme launched in October 2020, in response to the Coronavirus pandemic, and the need, identified by the BIPC, for SMEs and aspiring entrepreneurs to pivot their businesses to meet the challenges posed by the pandemic. Running initially for six months, the programme comprised a series of eleven webinars and follow-up support sessions, presented by delivery partners, through the BIPC each month.

To enhance the core programme of support, BIPCs across the network provided tailored webinars and one-to-one sessions. A system of cross-referrals between the local and national programme enabled customers to pick the most useful sessions for their own needs and access more tailored support.

In the first six months there were over 6,500 attendances on the programme, which received excellent customer feedback. Following the successful delivery of the first phase, the programme continued throughout 2021, and a final third phase, in partnership with Barclays, was delivered between April 2022 and March 2023. In total there were over 17,000 attendances for Reset. Restart programme activities.

As well as supporting our customers to meet the challenges of 2020, Reset. Restart enabled BIPCs to deliver a joined-up national programme of support, demonstrating the value that can be achieved with being part of a national network of support services.



■ ■ *Reset. Restart really helped me to focus on my customer and think about their needs and what they might like to do. As a business that pivoted during the pandemic, making masks with a creative nod to the local area, the webinar made me think about messaging and how to communicate my appreciation for the local community through blog posts on my website. ■ ■*

Susan Widlake, Saffron Walden, Mill House Millinery



CASE STUDY:

Suki Pantal Founder of Suki's Curries and Spices, Worcestershire

Suki decided to have a career change during the pandemic and used BIPC Worcestershire at the start of her business journey. Suki does cook-alongs to teach people how to make Indian dishes from scratch, pop-up kitchens as well as exclusive catering services for small parties. She has appeared as a contestant on *The Great Cookbook Challenge* with Jamie Oliver, had a recipe appear in the BBC's *Good Food Magazine* and is working with her agent to publish a cookbook.

"Originally from Delhi in India, I have been in the UK for over seven years, living in Malvern, Worcestershire. A marketing professional, I quit my day job to start my business in 2020. I launched Suki's Curries and Spices on social media where I wanted to share my Indian culinary heritage with other Indian food lovers in the UK. The response I got back was very encouraging and that gave me the required boost to launch my business full-time."

Suki was able to visit her local BIPC to get support from the team.



"BIPC Worcestershire's free resource directory on its website has been most helpful. The webinars on how to set up your own business, how to use social media for business and other informative topics have been very useful to me. I have been advised on IP rights as well. A constant connection with BIPC Worcestershire by way of phone calls and emails from the staff has boosted my confidence."

Suki's passion remains cooking, proof that it is possible to mix business with pleasure. She also spends her time researching and reading about different styles of Indian cooking and regional cuisines.

"Outside of work, I will still always be found in my kitchen, trying out new Indian recipes or recreating those from my family cookbook! Best time spent! I read a lot of blogs and articles online on Indian cooking and regional dishes as India is very diverse and so are its cuisines. I also read a lot about social media and how you can promote your business on social platforms without investing a lot of funds as a start-up."

CASE STUDY:

Vicky Armitage Founder of Meraki Cacao, Morpeth, Northumberland

Vicky Armitage is the founder of Meraki Cacao, which started in 2018. Vicky produces raw cacao bars made from organic and nutritious ingredients. The bars are a healthier alternative to mass-produced chocolate; they're all free from dairy, refined sugar and ingredients containing gluten.

Inspired by her travels, and struggling to find chocolate she enjoyed, Vicky decided to create her own product.

"I'm a scientist by training. I have a PhD in ecology and enjoyed working in the conservation/ecology sector for 20+ years. I decided to leave my job and take some time to reevaluate my life. I've always loved chocolate but I didn't like the brands I was trying, so I started investigating how to make my own healthier versions of it.

After completing an online course in raw chocolate, I started experimenting with flavours and trying them out on friends and family. They all liked them and encouraged me to sell them so I did."



It's not all about taste for Vicky, ensuring sustainability is also key to her business.

"Being as sustainable and eco-friendly as possible is a core ethos of my company. Each bar is wrapped in recyclable materials and the labels are recycled paper and printed with vegetable-based inks. All mail order packaging is also recyclable and eco-friendly too."

Vicky turned to BIPC North East to use the free market research databases as well as their Experts in Residence.

"BIPC North East has been a huge source of help and information. They helped me to research the trends in healthy eating and in chocolate; knowing what consumers wanted and that my product matched these desires has helped me develop strategies for marketing. Running a business on your own can be a daunting and lonely place sometimes and I've been able to benefit from expertise in marketing, social media, website and IP."



Inspiring Entrepreneurs, British Library
Photo: AO Photography



Dynamic and diverse businesses

Overall the demographics of the BIPC National Network are little changed by the expansion and rollout to new areas across the country. Similar to the 2019 evaluation, the survey revealed that 21% of BIPC users come from the 20% most deprived areas in their towns and cities.

The results of the survey also showed that **47%** of our customers were existing business owners and **53%** had not yet started their business when they first used the BIPC Network services. **57% of users went on to start a business**, mostly within a year.

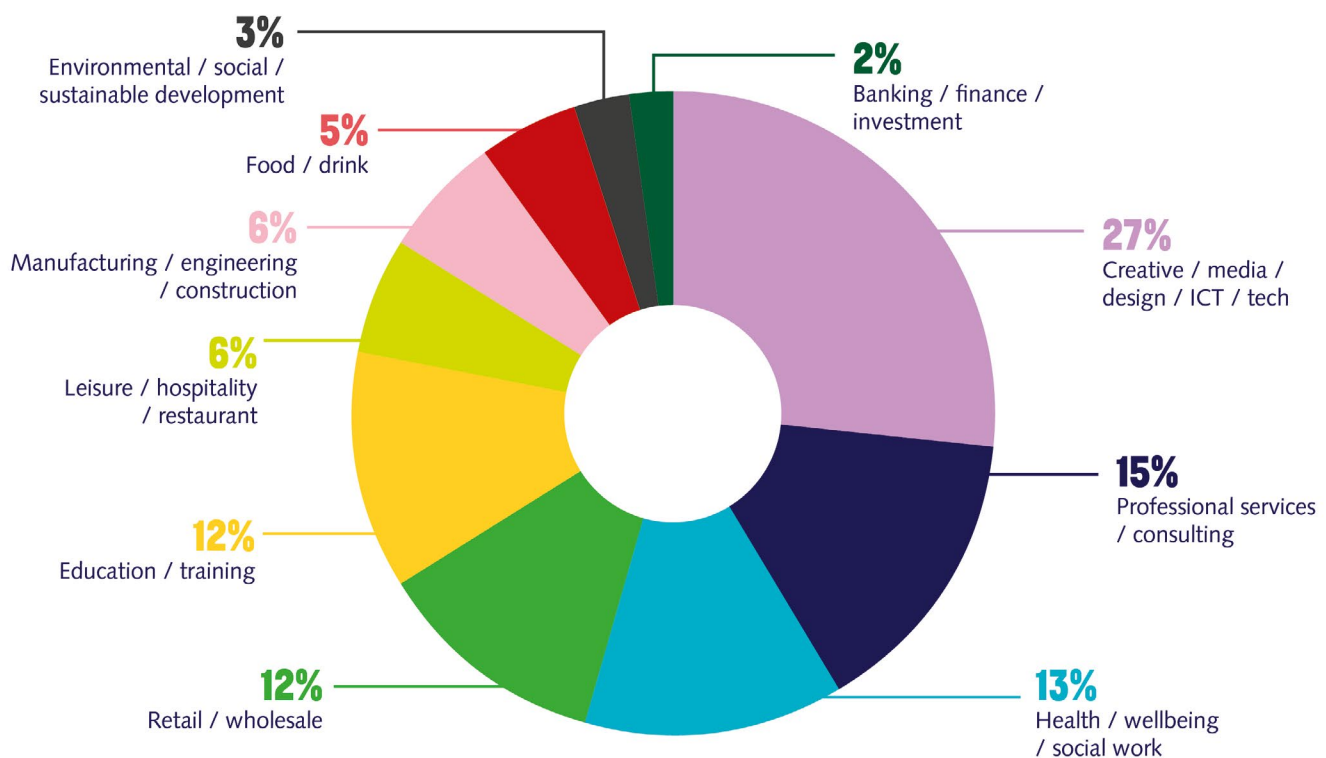
The Network is reaching people who are under-represented in business. According to figures published by the Department for Business, Energy and Industrial Strategy only 20% of businesses (without employees) are owned by women and only 5% are owned by individuals of Black, Asian and minority ethnic origin¹.

Of the BIPC users who went on to start a new business, **72%** were women (**60%** in London), **26%** identified themselves as from a minority ethnic community (e.g. Black British, British Asian, British Chinese, etc.) (**43%** in London) and **10%** had a disability (**14%** in London).

Almost half of BIPC users were already running a business when they used the services. Of these, **66%** were owned by women and **28%** were owned by people who identified themselves as from a minority ethnic community (e.g. Black British, British Asian, British Chinese, etc.) and **13%** were disabled.

The highest proportion (27%) of businesses supported by the BIPC were in the **creative, media and technology sectors**; this is more than double the proportion of businesses in the UK as a whole, where these sectors make up just 11%².

Businesses supported by market sector



Source: BIPC Monitoring Information.

^[1]BEIS Business Population Estimates 2022, <https://www.gov.uk/government/statistics/business-population-estimates-2022> (businesses with no employees).

^[2]BEIS Business Population Estimates 2022, <https://www.gov.uk/government/statistics/business-population-estimates-2022>.

CASE STUDY:

Carolynn Bain Founder of Afrori Books Brighton

Carolynn Bain is the founder of Afrori Books, the UK's biggest supplier of books by black authors. Started amid the protests of 2020, Carolynn was looking for funding to expand her business into a physical shop.

"The BIPC in Brighton & Hove supported me when I was looking for ways to get funding... I had some one-to-one sessions with a staff member... she helped me to work out exactly what it was I needed and how the BIPC could help with that. I went in for a morning session and spent some time looking through the databases and tried to match my needs to what was available.

It's particularly helpful for me to have the BIPC in my local area, because it's easy for me to access... and having a staff member who's local – they understand the area, they understand the way that the city works and so the information they can give me and where they can point me is obviously much better."



“ The BIPC has provided invaluable support to my development and my business. I highly recommend it to anyone and everyone. Thank you BIPC! ”

E-survey respondent, Greater Manchester

“ BIPC has been extremely supportive and have provided invaluable guidance and access to resources. Starting my own business was daunting, but having expert advice available has made the process much clearer. ”

E-survey respondent, BIPC Local Stockport

Purpose-driven businesses

With the impact of the climate and environmental crisis being felt globally and locally, research has shown that consumers hold companies most responsible, i.e. more responsible than governments or themselves, for a host of environmental and social targets and standards¹.

No matter how small the business or what industry it is in, a commitment to sustainability could make a real difference – to the planet, to customers and to their running costs. Small businesses will soon be asked to commit to cutting carbon emissions in half by 2030, reaching 'net zero' by 2050.

The BIPC survey revealed that over half (55%) of surveyed businesses indicated they were driven by a social impact and over one quarter (27%) an environmental impact.

In response to customer need, BIPCs across the Network have established programmes and support services for small businesses that wish to make a positive environmental or social impact, such as BIPC Greater Manchester's *How to start a business that makes a difference* and BIPC North East's *Green Business Guide*² and accompanying activities offered by their green business experts in residence.

Many BIPCs have also become co-signatories of the *Green Libraries Manifesto*, outlining a sector-wide commitment towards a shared vision: to lead by example through our own environmental actions and use our power and reach to inform and inspire people to take positive action and build resilience in the diverse communities we serve.

CASE STUDY:

Paul Pringle Managing Director Solarglide Ltd, Newcastle

"The support from BIPC North East allowed us to look at our carbon footprint in the business, and that's the thing we want to reduce... we've changed our packaging completely, so that our products now have fully biodegradable packaging.

If small companies sat down with their teams and brainstormed how to make a difference, they'd find that it's not that hard to make changes and it doesn't cost the world to do it.

The thing I love about the support we've been getting is it's really accessible. You can access it via local libraries... and now I feel a lot more confident that I know where we're heading."



^[1]Mintel Sustainability Barometer 2021.

^[2]<https://www.bipcnortheast.co.uk/green-agenda/green-business-guide/>.



Strong and productive businesses

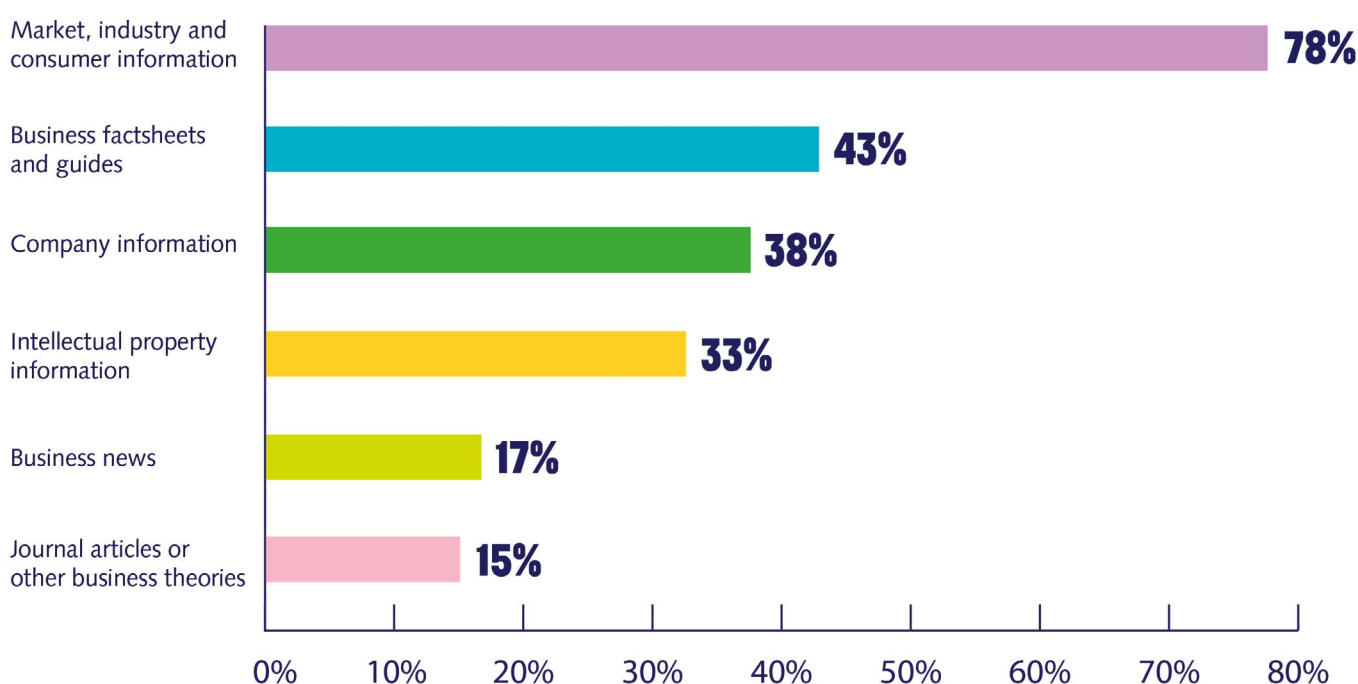
Among the reasons that businesses fail is a lack of planning and research, a lack of skills, and a lack of knowledge about their sector and the consequent failure to make informed decisions¹. Conversely, people who seek advice and information either before setting up their business or at a very early stage are better able to assess the viability of their business idea, protect their IP assets and get the essential building blocks in place.

The user survey highlighted the importance of business information and research to BIPC customers, with 55% of survey respondents

stating that they accessed business databases through the service. Of these, most customers accessed databases at a library (34%), or online assisted by BIPC staff (16%), with a further group searching databases independently (21%) from their home or office.

BIPC customers consulted a range of databases for different purposes. Mainly this was in support of market research (market, industry and consumer information). Other main uses included searching for specific company information or intellectual property information.

BIPC resources and database use (%s based on people who used them)



Source: ERS Survey of 1,137 respondents, February 2023.

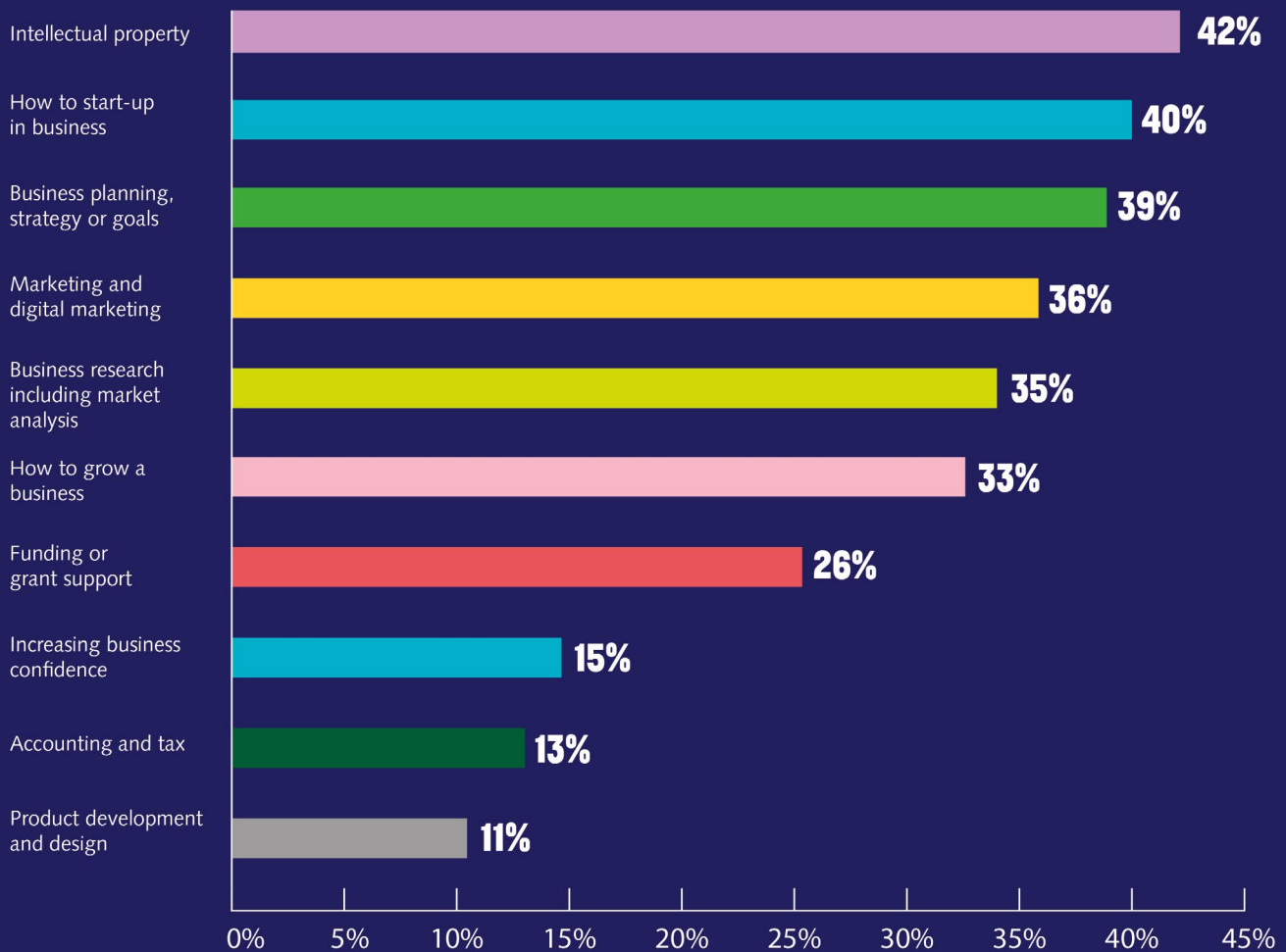
On average, BIPC customers accessed over 10 hours of support, typically engaging with a variety of services offered by their Centre. The most popular types of support identified were: Intellectual property, How to start-up in business, Business planning, Marketing and digital marketing, Business research and How to grow a business.

“BIPC is exceptional, the resources and staff members are professional, a very important service to help SMEs to start their business. Market research is so expensive and you have important databases such as Mintel. Amazing work. Thank you.”

E-survey respondent, London

^[1]DBIS (July 2014), The Case of Public Support of Innovation. https://dera.ioe.ac.uk/20551/1/BIS_14_852_The_Case_for_Public_Support_of_Innovation.pdf.

Most popular topics of support



Source: ERS Survey of 1,137 respondents, February 2023.

▲▲ *The start-up session provided me with more confidence to move forward with my business idea. It has saved me a lot of time researching what to do next so was very worthwhile for me. ▼▼*

E-survey respondent, Leeds

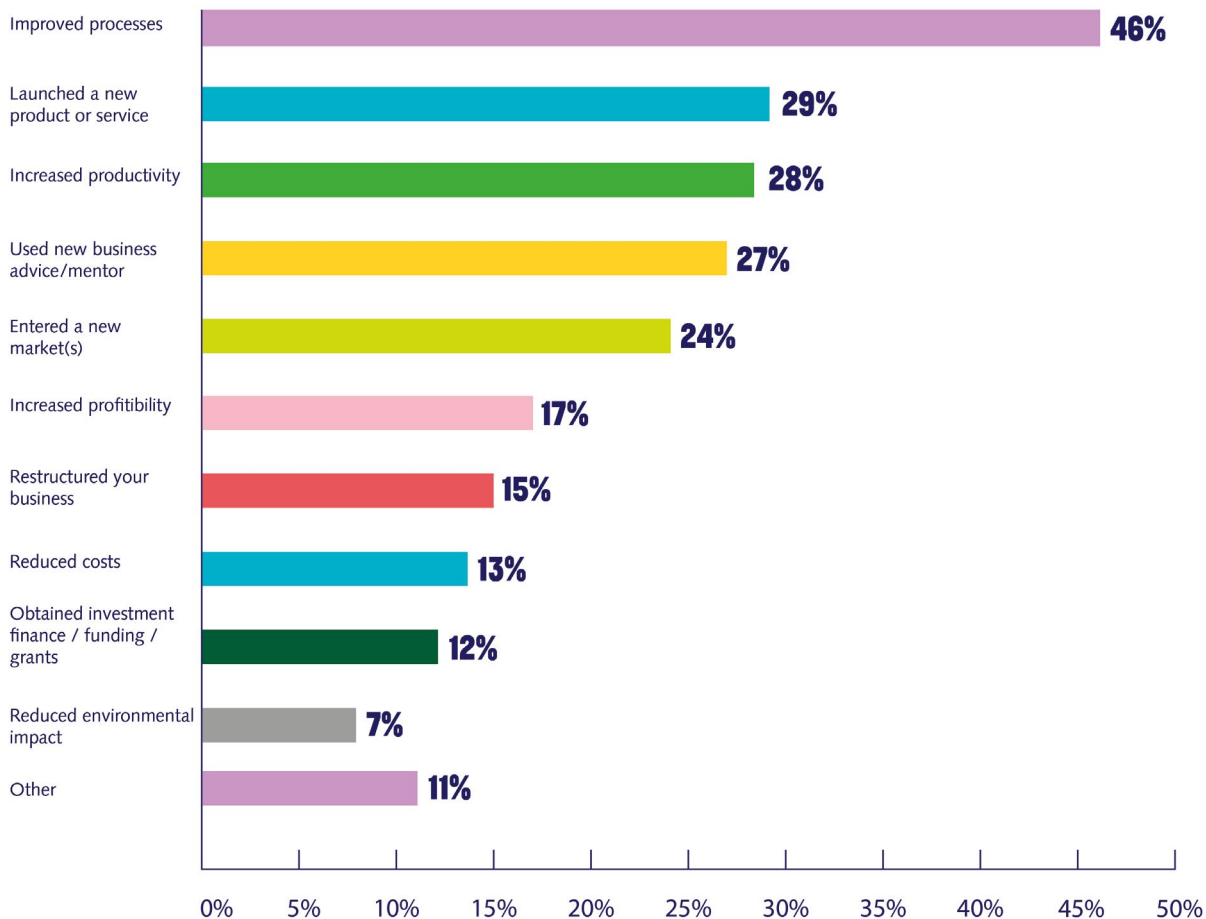
▲▲ *I was made to feel so welcome... this opened the doors to the wonderful support and breadth of valuable services the BIPC Brighton & Hove has to offer. I look forward to using more of the services in 2023 now that I have registered my company. Thank you for making this information and service available to people like me. ▼▼*

E-survey respondent, Sussex, Brighton & Hove

Innovation and improved productivity

For established businesses, BIPC support was associated with a number of positive outcomes. The most frequent outcomes cited related to innovation, including improved processes (46%), launching new products or services (29%) and entering new markets (24%).

Business outcomes



Source: ERS Survey of 1,137 respondents, February 2023.

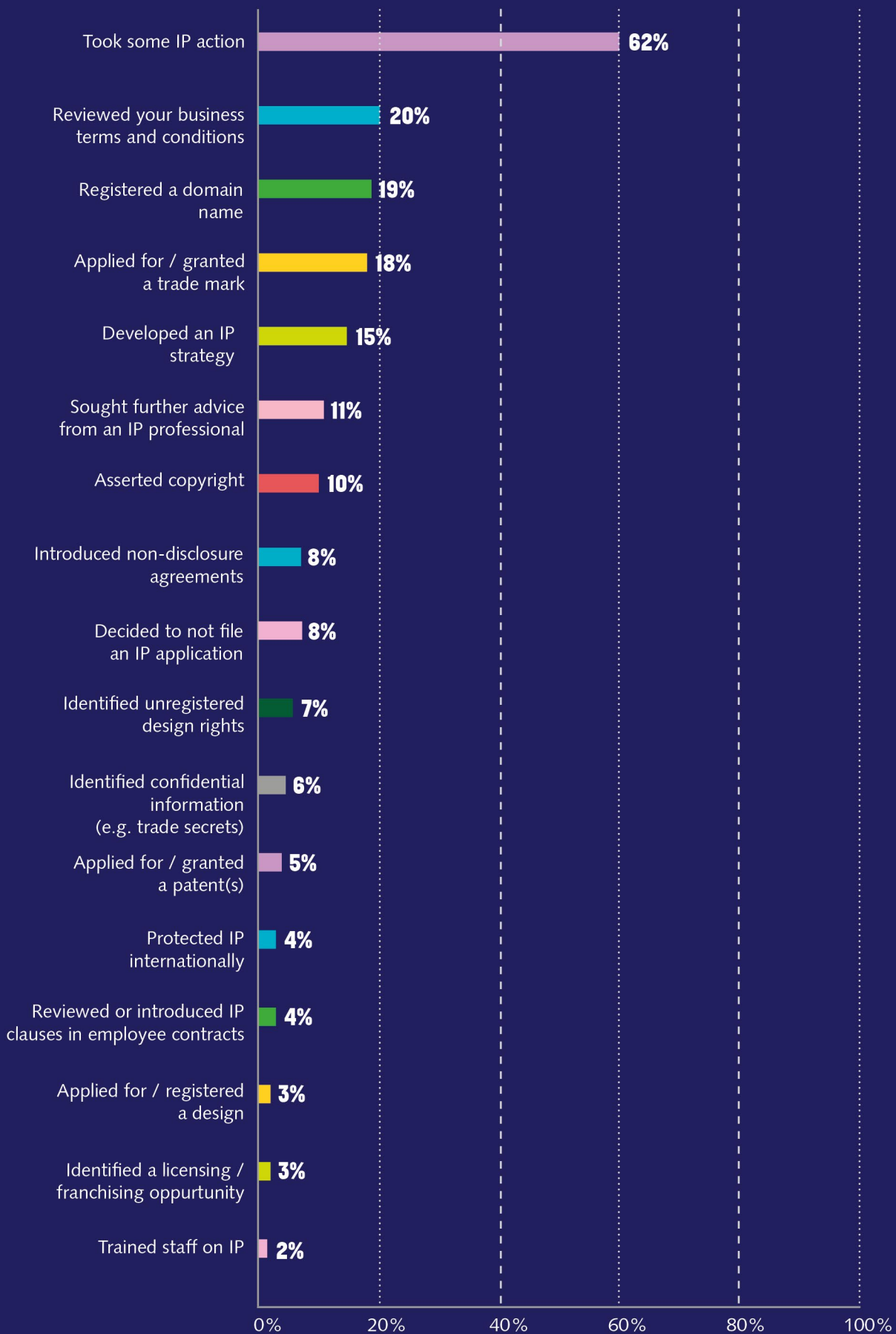
Most of the outcomes represent improvements in business performance such as productivity, profits or costs. As a result of BIPC support, 28% of users attributed productivity increases, 17% attributed profitability increases and 13% attributed reduced costs.

Productivity in new businesses increased from £7,326 per head to £17,231 per head, an improvement of 135%. For established businesses, productivity increased from £33,160 per head to £42,608, an increase of 28%.

Working together with the Intellectual Property Office, BIPC services empower business owners to innovate and to protect and exploit their intellectual property, whether it be a new product, design, logo or company name – or indeed a combination of these. Intellectual property is particularly important to the creative industries, allowing the owner of the rights in literary or artistic works to control how those works are used.

Most BIPC-supported businesses (62%) took some action in relation to intellectual property as a result of the support they received. The most popular IP outcomes were reviewing terms and conditions (20%) and registering a domain name (19%).

Actions taken to protect / invest in intellectual property







National network, local reach

Business & IP Centres are located in 22 city or central libraries in England and Scotland, harnessing the public library infrastructure to offer support in cities, towns and rural areas. Each Centre operates to a standard service level and a blueprint acts as a guide on all aspects of setting up and running the service.

BIPC staff are trained to meet the needs of small businesses by both the British Library and the Intellectual Property Office. The programme of activities for each Centre is tweaked according to local needs, opportunities and sector clusters. Each Centre works within the local business support ecosystem, partnering with public and private sector organisations to co-deliver the services and ensure effective cross-referrals to relevant support.

Across the Network, libraries have rolled out their offer to 80 BIPC Locals – a hub and spoke model of service delivery, broadening the reach of their library-based business support offer to even more communities in towns and villages.



BIPC Sussex, Jubilee Library
Photo: Luca Sage



BIPC Nottinghamshire, Mansfield Library
Photo: Neil Pledger

Regional hubs provide support to their BIPC Locals to deliver core aspects of the BIPC service, ensuring effective cross-referrals to further support between sites. The offer has further expanded to 500 BIPC Business Information Points in branch libraries, offering access to business databases, with staff trained to answer basic business enquiries and provide materials to direct customers to further support from their nearest regional or local hub. At each level, BIPC staff are on-hand to signpost customers to further support within their own region, harnessing the power of an interconnected network of business support and ensuring that customers are able to access the support that they need.

Local hub and spoke models

Regional BIPC teams across the network approached the hub and spoke model in different ways, to reflect and respond to the local economic and political landscape of their area. In some instances, Centres partnered with neighbouring local authorities to establish BIPC Locals. In other areas, where a single library service covers a large geographical area, they established BIPC Locals within their county boundaries. In some instances, Centres have developed a mixed approach of a district, city and county hub and spoke offer.

BIPC North East regional map

CASE STUDY:

BIPC North East

Operating as BIPC Newcastle for ten years, primarily out of Newcastle City Library, in 2021 the service successfully launched seven BIPC Locals across the region and rebranded as BIPC North East. The BIPC Locals provide a front door to business support within North Tyneside, South Tyneside, Sunderland, Gateshead, and Northumberland (Berwick, Hexham and Morpeth).

Out of the seven BIPC Locals, Northumberland has the largest offering, with a total of three situated across geographical locations to provide free business support to the county's diverse business community and creating further opportunities of support for rural-based businesses.

Working closely with the library teams within each council and collaborating with local business support partners, BIPC North East has embedded itself in the local business support ecosystem, providing a unique offering which complements the existing provision and enhances the support available to businesses and individuals across the region in urban, rural and coastal locations.



Newcastle City Library
Photo: Newcastle City Council

“ Attending workshops in the first six months of business was fantastic and the advice on IP at the start meant the launch of our product was much sooner than it would have been otherwise. ”

E-survey respondent, North East

Why libraries?

The last three years have shown how the Business & IP Centre Network is highly scalable and offers excellent value for money, capitalising on the existing public library infrastructure (c.2,900 libraries in England alone) and knowledge resources, with the potential to bring business and innovation support to every high street.

The Network provides unprecedented reach for business support services into urban, rural and coastal communities, supporting job creation and business resilience. While growth of the Network has accelerated in recent years, this is also a story of long-lasting impact, with the BIPC Network reaching its 10th anniversary in 2022. Indeed, many libraries have offered business information and support to industry for well over 100 years¹.

For those who are part of the recent expansion, developing a new BIPC Regional or Local service, some are serving business customers for the first time. Similarly, **many BIPC customers (43%) were accessing business support for the first time**, through their library. The BIPC Locals attracted a higher percentage of aspiring entrepreneurs (60%) compared to the regional Centres, with customers citing an increase in their general awareness of business support, and a developed business confidence as their top two outcomes from the services.



BIPC Southampton, Southampton Central Library
Photo: Wayne Cee



BIPC Sussex, Jubilee Library
Photo: Luca Sage

Regardless of their size or longevity, one of the great successes of the BIPC Network is its co-location and signposting to other support services. Working closely with their local authority Economic Development departments, Adult Education Services, and Youth Education services as well as external support services such as Jobcentre Plus (Department for Work and Pensions) and Growth Hubs, they ensure beneficiaries from a variety of backgrounds and needs are signposted and supported effectively.

The pandemic has shown that libraries are not just about physical spaces, they are about community – whether online or offline. They are about being warm spaces, places for families, especially those parents with young children who are looking to self-employment as a return to work option. With flexible opening hours and accommodating spaces and staff, BIPCs make it possible for parents to grow their business skills while juggling parenting responsibilities.

^[1]Manchester Commercial Library opened its doors in 1919
<https://manclibraries.blog/2019/10/12/celebrating-our-business-library-centenary/>.

- 1 **Birmingham**
Library of Birmingham*
Acocks Green
Handsworth
South Yardley
Sutton Coldfield
- 2 **Bristol**
Bristol Central Library*
Junction 3
Knowle
Southmead
- 3 **Cambridgeshire & Peterborough**
Cambridge Central Library*
Ely
Huntingdon
Peterborough
Wisbech
- 4 **Cumbria**
Carlisle*
Barrow Library
- 5 **Devon**
Exeter Library*
Barnstaple
Okehampton
Paignton
Seaton
- 6 **Glasgow**
Mitchell Library*
- 7 **Greater Manchester**
Manchester Central Library*
Altrincham, Trafford
Ashton, Tameside
Blackpool
Bolton
Bury
Eccles, Salford
Lancaster
Oldham
Stockport
- 8 **Humber Partnership**
Hull Central Library*
Beverley
Bridlington
Goole
Grimsby
- 9 **Kent**
Kent History and Library Centre, Maidstone*
Deal
Sandwich
Whitstable
- 10 **Leeds City Region**
Leeds Central Library*
Bradford
Dewsbury
Halifax
Wakefield
- 11 **Liverpool City Region**
Liverpool Central Library*
Allerton
Birkenhead
Crosby
Halton
Huyton
Spello
St Helens
- 12 **London**
British Library*
Bromley
Catford
Leytonstone
Wandsworth (York Gardens)
Woolwich
- 13 **Norfolk**
Norfolk & Norwich Millennium Library*
Cromer
Great Yarmouth
King's Lynn
Thetford
Wroxham
Wymondham
- 14 **North East**
Newcastle City Library*
Berwick
Hexham
Morpeth
North Shields
Sunderland
- 15 **Northamptonshire**
Northamptonshire Central Library*
Brixworth
Kettering
Towcester
Wellingborough
- 16 **Nottinghamshire**
Beeston
Bulwell
Mansfield
Sutton-in-Ashfield
- 17 **Oxfordshire**
Oxfordshire County Library*
Bicester
Blackbird Leys
- 18 **Southampton**
Southampton Central Library
- 19 **South Yorkshire**
Sheffield Central Library*
Barnsley
Doncaster
Rotherham
Crystal Peaks, Sheffield
- 20 **Sussex**
Jubilee Library, Brighton*
Crawley
Eastbourne
Hastings
- 21 **Tees Valley**
Stockton Central Library*
Middlesbrough
Redcar
Darlington
Hartlepool
- 22 **Worcestershire**
The Hive, Worcester*
Bromsgrove
Evesham
Kidderminster
Malvern
Redditch



* denotes Regional Centre

Local economic development

BIPC services deliver proven economic impact both nationally and locally. The Network helped to create over **18,175** new businesses and over **6,124 FTE** jobs over the three-year analysis period of this report. The businesses supported generated **£248m** in extra sales, an estimated **£168m** GVA (Gross Value Added) for the economy.

Value for money

Libraries deliver unrivalled value for money and return on investment, standing at **£6.63** generated for every £1 of public funding.

Libraries as placemakers

Libraries already exist in cities, towns and villages across the UK. They anchor major urban redevelopment projects, they appear in shopping centres and on high streets and sympathetically remodelled landmark libraries exist as proud civic icons in our major cities.

▲▲ *The team are very welcoming and dispelled any nervousness etc. on arrival. A great environment that encourages people to flourish.* ▼▼

E-survey respondent, Oxfordshire

Reinvigorating the high street

Libraries are community assets, on or near high streets across the country. As inspiring spaces and hubs for interaction, BIPCs offer part of the solution for local government to transform their high streets and town centres into viable and vital spaces for their communities. BIPCs provide informal co-working spaces for customers to set up and run their business (**12%** of BIPC-supported businesses operated in shared workspaces, including libraries) combined with proven support to start up and run viable businesses.

Leading the way in diversity and inclusion

Libraries have unique reach into diverse and disadvantaged communities, and are vehicles for social mobility. **14%** of BIPC users who went on to start a business were unemployed and **11%** had been made redundant.

BIPCs have unparalleled reach and engagement with diverse audiences, when compared with other business support providers, supporting a high percentage of women (**66%**) and customers from diverse ethnic communities to realise their ambitions to start up and grow their business. **33%** of customers identified themselves as from a minority ethnic community (e.g. Black British, British Asian, British Chinese, etc.). Further 43% of customers had never used another business support service.

Trusted, impartial information and support

Libraries are widely acknowledged as open and accessible spaces, trusted hubs of information offering impartial advice, with no agenda other than to provide the best service possible to their users.

Now more than ever, with changing global markets, shifting consumer behaviour, the rise of fake news, and intellectual property theft and infringement, small businesses need access to reliable and trusted information.

The OECD found that the total volume of lost sales by UK IP rights owners amounted to £8.6 billion, or 1.95% of their total sales in 2013¹. Our unique intellectual property support, and access to world-class business and market intelligence, empowers our customers to make informed decisions, and avoid the losses that could have a devastating impact on their business.

Making all areas of the UK the best place to start and grow a business

With sustained investment, matched by local authority budgets and private sector investment, the BIPC Network could work with many more library services to continue the expansion of the BIPC offer to communities across the UK, further propelling the evolution of libraries as hubs of innovation and enterprise.

^[1]Trade in Counterfeit Products and the UK economy, (Organisation for Economic Co-operation and Development), <https://www.oecd.org/gov/risk/trade-in-counterfeit-products-and-uk-economy-report-update-2019.pdf>.

CASE STUDY:

Adeola and Ronke Jane Adelakun, founders of Cultureville, Manchester

Cultureville was created by sisters, Adeola and Ronke Jane Adelakun, who were born in Nigeria and brought up in the UK. They longed to walk into a store and see clothes that reflected their African heritage in designs that they could incorporate into their day-to-day wardrobes. Recognising this need, they set about filling the gap in the market.

The company, which was founded in 2018, specialises in hand-crafted clothing and accessories that feature bold African wax prints in contemporary designs. The prints are ethically sourced from West Africa, where they are proud to work closely with local tailors, artisans and suppliers. Their production is based in Nigeria and Ghana, led by a female team.

Cultureville has experienced rapid growth and the sisters have poured everything they have into building the brand, hosting showcases, pop-ups and fashion shows, and launching their Freedom Collection.



“The BIPC has a lot of training sessions, a lot of things to help guide new business owners, and even experienced owners to adapt their business and make it more sustainable.”

BIPC Manchester has been an invaluable resource for Cultureville. Adeola and Ronke Jane have attended training sessions on a wide range of topics, from social media to intellectual property, as well as taking part in events such as Start-up Day.

“Support from the BIPC has been instrumental in giving us strong foundations on which to sustain and grow our business.”



CASE STUDY:

Simon Evans Head of Product, Castrads Manchester

Castrads was founded in 2006 and makes bespoke cast iron radiators. Head of Product at Castrads, Simon Evans, is responsible for the design and development of the product range and used BIPC Greater Manchester for help with IP.

“Initially Castrads was a small five man team, based on a farm in Cheshire. Now, we have showrooms in Manchester, London, New York and Poland. A family-run-turned-international company, we continually seek to innovate improved products and methods, whilst keeping our carbon footprint small and our approach personal and tailored to each customer, new and old.”

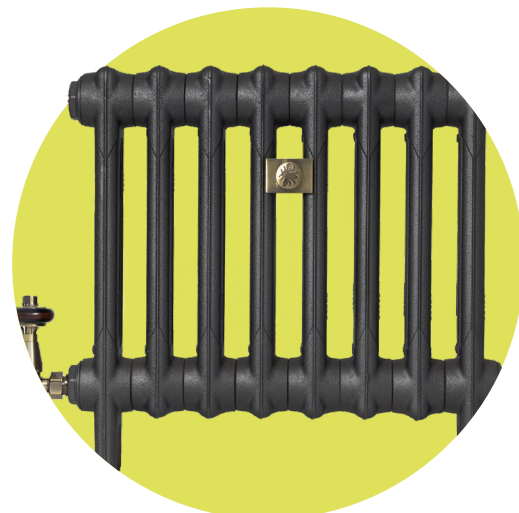
Sustainability is at the heart of Castrads’ ethos.

“Over the last five years, we’ve shifted our focus from manufacturing heating products that are widely available on the global market to creating a line of radiators that is entirely our own. We pride ourselves on making radiators that will last centuries rather than decades. One of our company’s core values is to manufacture with a positive impact on the planet and we abhor the inbuilt obsolescence practised by so many companies and the throwaway culture that has come from making low cost goods. This ethos runs very much through my day-to-day life as well, I believe very strongly in trying to fix something and often take things apart to fix them rather than sending it straight to landfill.”



Simon used the BIPC to help with expanding into international markets, as well as IP.

“BIPC Greater Manchester was incredibly useful in helping us get in contact with law firms that specialise in IP protection. This has been especially useful as we have begun to expand our product offerings into America and Europe. By ensuring that we have control over our intellectual property as we expand into further markets, we can ensure there are no imitations and the customer knows that what they have purchased is a quality product.”



CASE STUDY:

Natalee Onyeche Founder of Skin Solace, Nottingham

Originally from Nottingham, after a successful career in London, Natalee moved back to her home city. Natalee originally ran Skin Solace as a side hustle alongside her other business as a psychotherapist, but has turned the business into her main income stream and opened a shop in Nottingham.

“We are a handmade skincare business. I make soaps, candles, body butters, all those kinds of things, and it really has a keen focus on self-care through skincare.”

Natalee came to BIPC Nottinghamshire as she was looking for funding opportunities to upscale her business.

“I didn’t quite meet the criteria for other business support organisations, so was forwarded to the BIPC. Through them I’ve been able to sort out my intellectual property and trade marks, and I’ve been able to develop a business plan. If there are any problems or questions, I can sort them out through my business coach; we can think about them together and come up with the best possible solutions.

The survey identified a small group of users (4%) that described themselves as operating a side hustle, while being primarily employed. One quarter of this group turned their side hustle into their main income as a result of BIPC support.



There are also loads of databases that they provide access to. There’s a huge database of every fund that’s going on in the UK. We’re currently going through all of those to see which ones are the most appropriate and going to be the most successful for Skin Solace.

The BIPC in the local area has been really brilliant. It’s an invaluable resource because you look at the charges for business coaches etc, and sometimes it’s beyond your reach.

Having the BIPC there and their huge amount of resources has been a godsend to me. If I need some information, I can go to them and get that support. Having that available, for free, in my local community is brilliant. It’s on my doorstep, literally.”

Driving economic growth

Helped to create **18,175** new businesses and **6,124** additional jobs

96% of existing businesses were still trading* **£168m** GVA* created
*Gross Value Added



A payback of **£6.63** for every £1 of public money spent

Supporting diverse entrepreneurs



Of those who started a new business:

72% were women

25% were aged 35 and under

26% were from a minority ethnic community**

12% were from the most deprived areas

10% were disabled

25% were previously unemployed

- | | |
|---------------------------------|---------------------|
| 1 Birmingham | 12 London |
| 2 Bristol | 13 Norfolk |
| 3 Cambridgeshire & Peterborough | 14 North East |
| 4 Cumbria | 15 Northamptonshire |
| 5 Devon | 16 Nottinghamshire |
| 6 Glasgow | 17 Oxfordshire |
| 7 Greater Manchester | 18 Southampton |
| 8 Humber Partnership | 19 South Yorkshire |
| 9 Kent | 20 Sussex |
| 10 Leeds City Region | 21 Tees Valley |
| 11 Liverpool City Region | 22 Worcestershire |



Citation: Democratising Entrepreneurship 2.0: Libraries as engines of economic recovery and growth. Available at: <https://doi.org/10.23636/wbk4-7b32>.

*Of businesses created in 2020/21.

**e.g. Black British, British Asian, British Chinese, etc.

Source: ERS Research Services, based on 1,137 responses to an e-survey, conducted between 5 December 2022 and 23 January 2023.



Manchester City Council

Summative Assessment of the Build a Business in Greater Manchester Libraries Project

Final Report

June 2023

AMION Consulting Limited
Winslow House, Rumford Court, 16 Rumford Place, Liverpool L3 9DG




Manchester City Council

Summative Assessment of the Build a Business in Greater Manchester Libraries

Project

Final Report

June 2023

Reviewed and approved by:	
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Job Title(s):	Chief Executive
Date:	June 2023

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Executive Summary

Introduction

AMION Consulting, in association with Spirul, was appointed to carry out a summative assessment (hereafter called ‘evaluation’) of the Build a Business in Greater Manchester Libraries (BAB) project on behalf of Manchester City Council (MCC or ‘the Council’). The project is part-funded by the European Regional Development Fund (ERDF) and the evaluation has therefore been carried out in an ERDF compliant manner.

Context to the BAB project

The BAB project aimed to increase entrepreneurship and small business growth across the Greater Manchester area by providing high-quality pre-start, start-up and post-start support.

The rationale for intervention with regard to the project was largely related to information failures and risk as investing in growth or business creation is by definition an uncertain business. Working with the BAB project allowed businesses and entrepreneurs to utilise external expertise, making growth and business creation less of a risk. Another market failure of relevance to the project was asymmetric information. In the case of the BAB project, small businesses and prospective entrepreneurs may have had limited knowledge of, for example, routes to intellectual property, accessing finance or product and service marketing channels. Hence, enterprise growth and creation levels were sub-optimal. Intervention through initiatives such as the project remedied this market failure by bringing small businesses and prospective entrepreneurs together with experts in relevant fields.

The project retained its consistency with a range of policies and strategies at the national and sub-national levels that were applicable at the time of its inception, including the Industrial Strategy and ‘Our Manchester’. It also retained its consistency with the changing policy and strategy environment. For example, it was consistent with the current national Build Back Better strategy and the Greater Manchester Economic Plan. This consistency resulted from the project’s focus on supporting business creation and growth.

The main economic issues of relevance to the programme were:

- GVA growth in Greater Manchester consistent with the regional and national averages but relatively low GVA per person employed;
- relatively high employment growth compared to the regional and national averages but also relatively high unemployment in Greater Manchester;
- a decreasing business creation rate in Greater Manchester; and
- low two-year business survival rates compared to the national and regional averages.

Project progress

The project was funded by ERDF, with match funding provided by the participating local authorities. The project is expected to be delivered for an overall underspend, largely due to the delays in the recruitment of staff and delays in workshop delivery resulting from the Covid crisis.

Table ES1 provides summary details of spend and output performance.

Table ES1: Spend and output performance						
Indicator	Target (original / revised)	Performance at time of evaluation (Q1 2023)		Projected performance at project closure (Q2 2023)		Overall assessment
		Number	% of target	Number	% of target	
ERDF revenue expenditure	£1,300,980 / £922,165	£715,370	55%	£922,165	71%	Underspend expected
C1: Enterprises receiving support	150 / 98	38	39%	98	100%	Expected to be achieved
C4: Enterprises receiving non-financial support	150 / 98	38	39%	98	100%	Expected to be achieved
C5: New enterprises supported	69 / 44	17	39%	40	91%	Shortfall expected
C8: Employment created in supported enterprises	20 / 13	To be confirmed	To be confirmed	To be confirmed	To be confirmed	To be confirmed
P11: Potential entrepreneurs assisted to be enterprise ready	540 / 354	54	15%	280	79%	Significant shortfall expected

However, the project performed far better than the output figures indicate. Build A Business engaged with approximately 1,000 individuals during the delivery period (September 2021 to June 2023). Whilst the number of potential entrepreneurs assisted was below the target, this does not accurately reflect the effectiveness of the project at engaging with this group. The number of potential entrepreneurs assisted to be enterprise ready was far greater than the number claimed, with many of the unclaimed participants engaging for at least six hours. However, only those reaching 12 hours of support could be claimed as outputs. It should also be



noted that the Covid crisis deterred a number of people who may have been interested in joining the project from participating due to concerns about face-to-face engagement.

Furthermore, a high number of participants went on to access other support from the other activities run by the SME Champions locally and through the Business & IP Centre. This could not be counted as it was not in the project submission but is relevant in highlighting the successful delivery of wider support to this client base. For example, many participants attended short courses run by SME Champions, networking events and other workshops.

Management and delivery

The BAB project was well managed and delivered, with strong teams in place, both centrally and across the participating local authorities.

Beneficiary satisfaction levels were high, with very few survey respondents expressing any dissatisfaction with any of the support provided. For example, 93% of survey respondents were either very satisfied or satisfied with the workshops provided, as were 89% with the one-to-one support provided.

One of the main strengths of the project, as identified through consultations, included its success in engaging with people from different backgrounds, providing beneficiaries with access to BIPC resources and expertise, and local delivery which provided a relaxed and familiar environment. From the beneficiary perspective, the main strengths included the quality of the workshops and the content of the support programme.

Areas for improvement identified by consultees included the need to recognise beneficiaries who complete fewer than 12 hours of support, the level of paperwork and the need to provide support in a range of libraries in each borough. Among beneficiaries, areas for consideration included the generic nature of much of the support and the need for assistance in accessing finance.

Outcomes and impacts

The BAB project has had positive impacts in terms of supporting potential entrepreneurs to explore and crystallise their business ideas and create new businesses, with an estimated 78 businesses created to date and a total of 246 forecast to be created in the long-term. The project has also been successful in supporting early-stage businesses to grow. The support provided has had a positive impact in terms of employment and GVA. These impacts are expected to become stronger over the next few years. Table ES2 sets out the business creation, employment and GVA benefits associated with the project.

Table ES2: Summary of business creation, employment and GVA benefits		
To project close	Gross	Net additional
Businesses created	78	-
Jobs created	19	13
GVA	£91,989	£63,944
To 2031	Gross	Net additional
Businesses created	246	-
Jobs created	482	325
GVA	£1,847,318	£1,284,126

Note that, according to survey results, 2027 is the final year in which jobs will be created and 2031 is the final year in which there will be turnover impacts (GVA is derived from turnover figures).

The BAB project also delivered a range of other benefits including:

- supporting unemployed and retired people back into the workforce;
- supporting equality, as evidenced by the high numbers of, for example, women and people from BAME groups supported;
- addressing the barriers to enterprise and growth faced by beneficiaries;
- improved understanding of the market for their goods and services among beneficiaries; and
- new business connections.

Value for money

The BAB project had processes and procedures in place to ensure that it was delivered in an economical manner, such as through procurement processes which were compliant with ERDF regulations.

The project has also been highly successful in meeting its objectives. For example, it has successfully created new businesses across Greater Manchester and supported people from a range of backgrounds, including refugees and people from BAME groups. Furthermore, two in three beneficiaries were women.

By project closure, the BAB project is expected to have an ERDF cost per business created of £11,823 and an ERDF cost per net additional job (allowing for leakage, deadweight, displacement and multipliers) of £70,936. Returns on investment for business start-up projects are generally very low. For example, a very similar project in the West Midlands had a return on investment of 0.16:1 at project closure. This project had been running for seven years and therefore substantially more businesses had been created and had grown by project close than through the two-year BAB project. The return on investment of the BAB project at project close is therefore not a major concern.

The long-term value for money of the project will be substantially greater. By 2031 the ERDF cost per business created is forecast to fall to £3,749, the ERDF cost per net additional job is forecast to fall to £2,837 and the return on investment is forecast to increase to 1.4:1. Note that this return on investment is greater than for the aforementioned West Midlands project.

Lessons and recommendations

A number of lessons and recommendations have been identified for future support initiatives. Elements of good practice which should be continued on future initiatives include:

- to continue with the successful approach to engaging with individuals from very diverse and underrepresented backgrounds;
- to continue to provide free access to BIPC resources and expertise;
- to continue to provide opportunities for beneficiaries to share knowledge and experience and develop business connections;
- to continue to use libraries as these provide a supportive and relaxed environment; and
- to continue with the Champions approach and provide opportunities for the Champions to share their experience.

Recommendations for consideration on future initiatives include:

- to work with funders to look for ways to reduce the level of paperwork and administration on any post-ERDF project;
- to work with funding bodies on any post-ERDF project to develop a more relaxed criteria for businesses which can be counted as outputs, including fewer hours and increasing the number of activities which can be counted towards total hours;
- to work with funding bodies on any post-ERDF project to ensure consistency of rules and administration requirements between projects;
- to provide support in a number of libraries within each participating local authority to increase accessibility; and
- to arrange workshops at different times so that it is easier for people with work and other commitments to attend.

1 Introduction

1.1 Overview

AMION Consulting, in association with Spirul, was appointed to carry out a summative assessment (hereafter called ‘evaluation’) of the Build a Business in Greater Manchester Libraries (BAB) project on behalf of Manchester City Council (MCC or ‘the Council’). The project is part-funded by the European Regional Development Fund (ERDF) and the evaluation has therefore been carried out in an ERDF compliant manner.

1.2 Purpose of the report

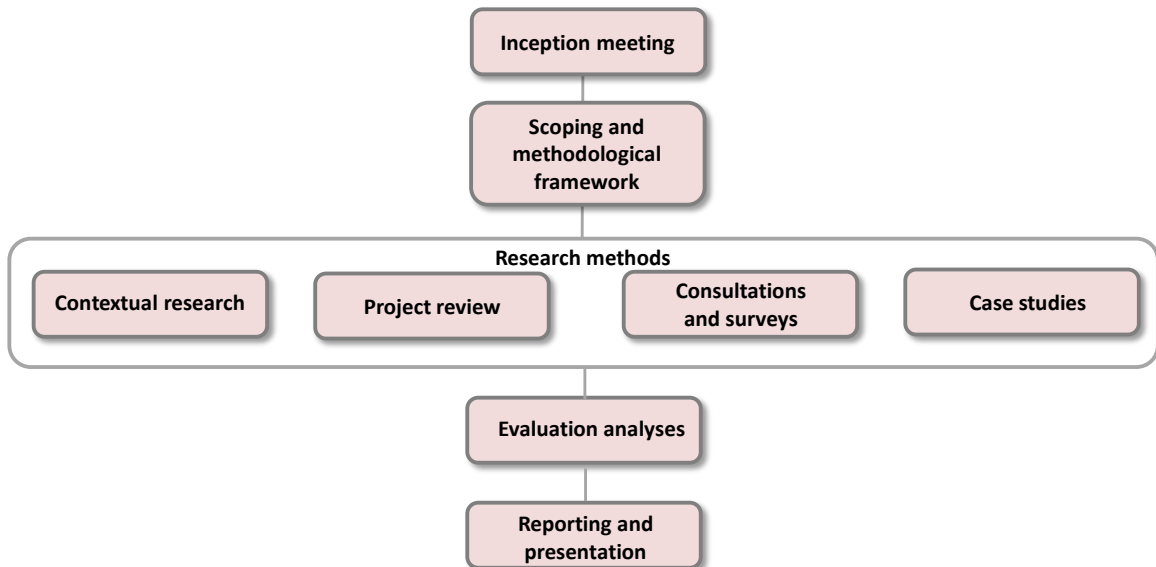
The main purposes of this report are:

- to assess the performance of the project in relation to its outputs and expenditure;
- to assess the strengths and weaknesses of the project;
- to determine the impacts, wider benefits and value for money of the project; and
- to identify lessons and recommendations for future activity.

1.3 The evaluation approach and framework

Figure 1.1 outlines the main components of the approach to the evaluation.

Figure 1.1: Approach to the evaluation



The main research stages were as follows:



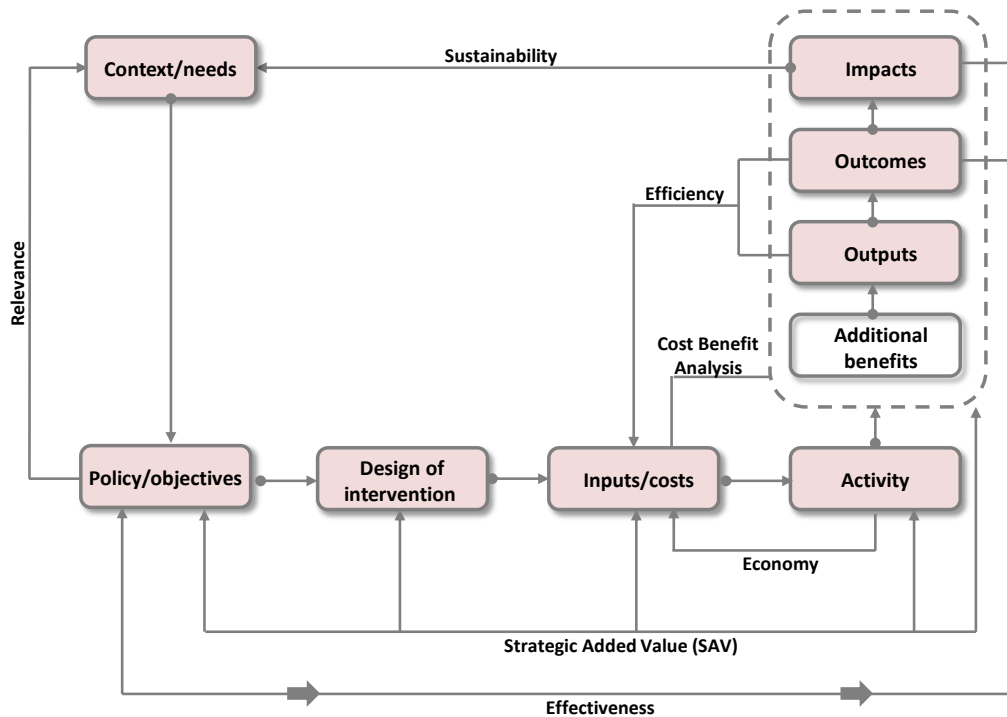
- (i) *Contextual research* – this included a review of relevant strategies and policies at the national and sub-national levels, including ‘Build Back Better’ and the ‘Our Manchester’ Industrial Plan. It covered strategies and policies in operation at the time of the project’s inception and those which have come into operation since then. An assessment of the economic context has also been carried out.
- (ii) *Project review* – this was based on documentary evidence provided by the Council, including the Funding Agreement, and discussions with the project team.
- (iii) *Business survey* – Spirul carried out a survey of 152 individuals and businesses which have, over the course of the project, benefited from support. These surveys were carried out in order to determine the impact of the project on business creation and business performance (including turnover and jobs). They also identified elements of the project which participating businesses felt worked well or could have been improved, barriers to enterprise and growth faced by beneficiaries and the types of support individuals and businesses would like to be provided with in future.
- (iv) *Consultations* – these were carried out with the project team and partners in order to determine views of the project. A list of consultees is provided in Appendix A.
- (v) *Case studies* – detailed discussions were held with three beneficiary business to investigate in more detail the strengths, weaknesses and impacts of the project.

The evaluation has been carried out in a manner that is consistent with guidance such as HM Treasury’s ‘Green Book’ and ‘Magenta Book’ on appraisal and evaluation in Central Government¹ and the guidance on carrying out summative assessments prepared by the Department for Levelling Up, Housing & Communities (DLUHC).

The evaluation addresses and analyses a number of critical issues, which are set out within the evaluation framework diagram (see Figure 1.2).

¹ The Green Book: Appraisal and Evaluation in Central Government (HM Treasury, 2007)

Figure 1.2: Evaluation Framework



1.4 Structure of the report

The report continues in six sections, as follows:

- Section 2 - sets out the context to the project, including a description of the project;
- Section 3 - reviews the progress of the project in relation to output and expenditure targets;
- Section 4 - assesses the management and delivery of the project;
- Section 5 – provides an assessment of the outcomes and impacts of the project;
- Section 6 - provides an assessment of value for money; and
- Section 7 - presents the conclusions of the report and sets out the lessons and recommendations learned from the evaluation.

2 Context to the Build a Business project

2.1 Introduction

This section sets out the background to the project and provides a description of the project, including its objectives.

2.2 Programme description

2.2.1 *Background*

The BAB project started in January 2021 and is due to close in June 2023. The project was delivered under ERDF Priority Axis 3: Enhancing the Competitiveness of SMEs, specifically Investment Priority 3a: Promoting Entrepreneurship.

The project provided enterprise support across the GMLEP area. The project's geography comprised eight of the 10 local authorities in the Greater Manchester area (Bolton, Bury, Manchester, Oldham, Salford, Stockport, Tameside and Trafford). The other two local authorities, Wigan and Rochdale, declined to take part.

The project built on previous successful enterprise support initiatives and on a similar initiative (Start-Ups in London Libraries) operated by the British Library. The project team worked with the British Library in developing the project.

The Business and Intellectual Property Centre (BIPC) at the Central Library in Manchester was a focal point for the project. The BIPC operated a 'hub and spoke' approach which enabled its services to be offered across the participating boroughs.

2.2.2 *Overview*

The project provided support through:

- a 12-hour support programme delivered through four 3-hour module workshops. These were called: Know Your Market, Get Competitive; Intellectual Property – Protect Your Assets; and Power Up Your Business;
- access to business information resources and support;
- SME Champions in each borough running a programme of complimentary workshops and providing face-to-face advice;
- signposting to the BIPC for further support, including specialised one-to-one clinics;
- one-to-one business information service delivered through all partner Library Authorities;
- provision of bookable working space for local SMEs and start-ups in eight libraries; and
- showcase events featuring some of the project's alumni.



All eight participating local authorities supported and promoted the project and provided match funding over the project lifetime. The partners worked together as a collaborative network aimed at sharing information, updates, issues, opportunities and developing solutions.

2.2.3 Objectives

The overall aim of the project was to provide a practical ‘grass roots’ solution to business support with a pan-Greater Manchester approach, which would develop a lasting, sustainable and embedded support infrastructure for the benefit of the local economy. The specific objectives of the programme were to:

- deliver a programme of satellite support in participating boroughs, ensuring that relevant resources and expertise were accessible through established community hubs;
- upskill borough libraries to deliver their own business services in order to develop a lasting, sustainable and embedded support infrastructure for the benefit of the local economy;
- help entrepreneurs from diverse backgrounds to commercialise their ideas and set-up and run successful enterprises; and
- increase the number of sustainable businesses in the Greater Manchester area.

2.3 Economic context

2.3.1 Overview

In relation to economic factors, the main issues of relevance to the project were:

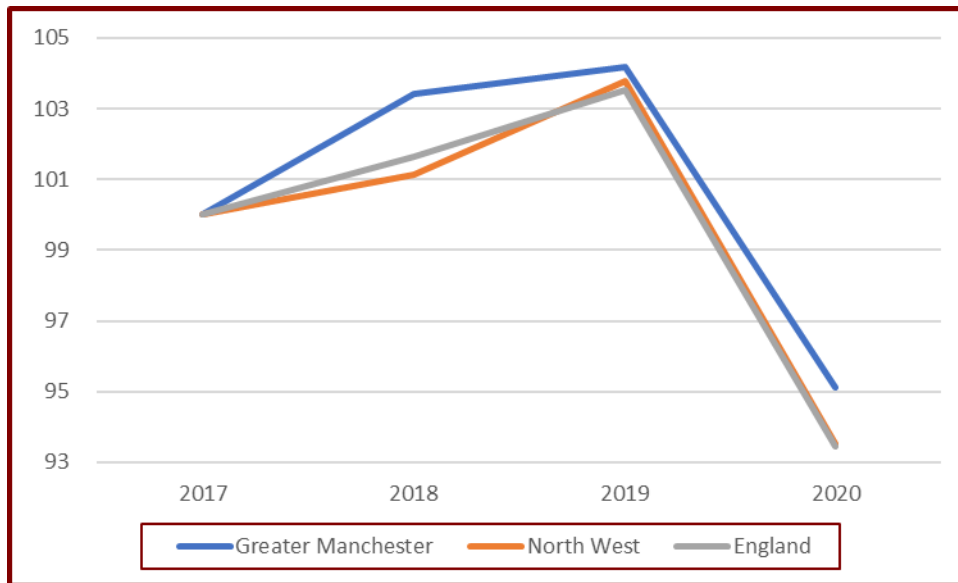
- Gross Value Added (GVA) in the Greater Manchester area;
- employment and unemployment in the Greater Manchester area; and
- business start-up and survival rates in the Greater Manchester area.

These issues are covered in the sub-sections below.

2.3.2 GVA

Between 2017 and 2019, the GVA of the Greater Manchester area increased by 4.2% to £51,011 million. However, the area’s GVA then fell by 9.1% from 2019 to 2020 due to the Covid crisis. This rate of change was consistent with the regional and national rates, as shown in Figure 2.1.

Figure 2.1: Indexed change in GVA 2017 to 2020 (2017=100)



Source: ONS

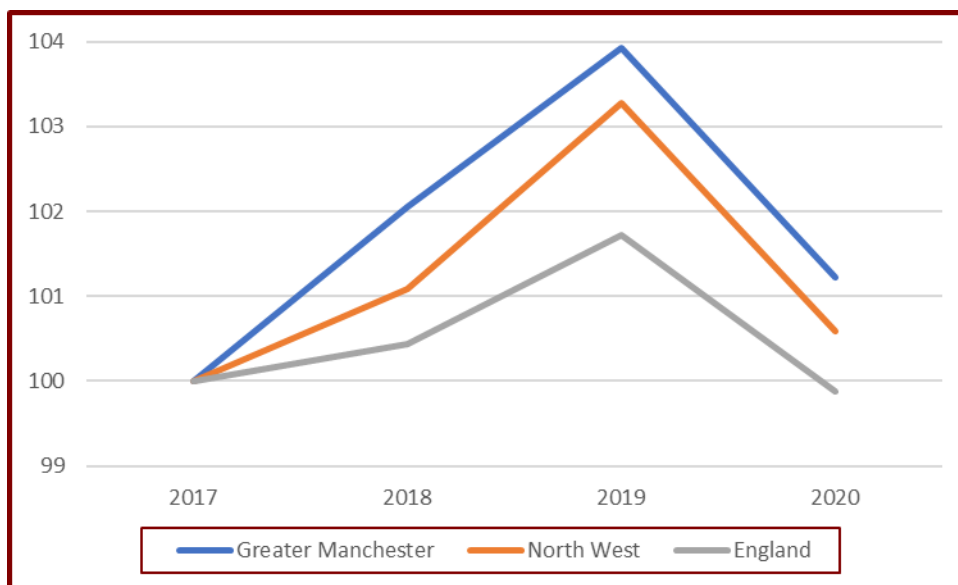
In terms of GVA per person employed² in the Greater Manchester area, between 2017 and 2019 the figure increased by 0.2% to £36,765. This rate of increase was below the regional rate of 0.5% and the England rate of 1.8%. Greater Manchester's GVA per person employed was only 57.5% of the national figure of £63,939. It was also below the regional figure of £54,974. For all comparator areas, GVA per person employed fell in 2020, with Greater Manchester experiencing the smallest fall between 2019 and 2020 at 6.2%, compared to decreases of 7.5% and 8.2% in the North West and England respectively.

2.3.3 Employment

Between 2017 and 2020, employment in the Greater Manchester area increased by 1.2% to 1,351,250. This rate of increase was above the regional and national rates, as shown in Figure 2.2.

² Calculated using ONS GVA data and Business Register and Employment Survey (BRES) data from NOMIS

Figure 2.2: Indexed change in employment 2017 to 2020 (2017=100)



Source: BRES, Nomis

2.3.4 Unemployment

Between October 2017 and September 2018, 4.5% of the economically active working age population of the Greater Manchester area were unemployed, above the North West rate of 4.2% and the England rate of 4.3%. For the period October 2021 to September 2022, the unemployment rate in the Greater Manchester area had risen to 5.1%. The unemployment rate in the North West increased slightly to 4.3% over the period and the rate for England fell to 3.8% (source: annual population survey, Nomis).

In January 2023, 4.8% of the working age population of the Greater Manchester area were in receipt of Job Seekers Allowance or Universal Credit, above the regional and national rates of 4.1% and 3.6% respectively (source: claimant count, Nomis).

2.3.5 Business demography

Businesses created

Between 2017 and 2021, the number of businesses created in the Greater Manchester area decreased by 13.7% to 17,510. This decrease was larger than the regional decrease of 8.6%, whilst the number created in England increased by 2.0%.

In 2017, there were 88.1 working age residents in the Greater Manchester area per business created. By 2021 this had increased to 104.4, an increase of 18.6%. The North West had 118.5 working age residents per business created in 2021, an increase of 11.8% compared to the figure for 2017. England had 109.7 working age residents per business created in 2021. This was a decrease of 0.1% compared to the figure for 2017 (source: ONS business demography).

Number of businesses

Between 2017 and 2021, the number of businesses in the Greater Manchester area increased by 0.9% to 119,160. This rate of increase was below the regional figure of 1.2% and the national figure of 3.3% (source: ONS business demography).

In 2017 there were 15.1 working age residents in the Greater Manchester area per business. By 2021 this had risen to 15.3, an increase of 1.4%. The North West had 15.9 working age residents per business in 2021, an increase of 1.0% compared to the figure for 2017. England had 13.7 working age residents per business in 2021. This was a decrease of only 1.4% compared to the figure for 2017 (source: ONS business demography).

Two-year survival rates

The two-year survival rate for businesses created in 2019 in the Greater Manchester area was 73.9%. This was below the regional and national figures of 74.2% and 74.5% respectively. Within the Greater Manchester area there were a wide range of figures. For example, the two-year survival rate in Trafford was only 67.1% and Salford was 69.7%. The other eight local authority areas all had figures above the Greater Manchester area average, with Oldham having the highest two-year survival rate at 78.2% (source: ONS business demography).

2.4 Strategic policy context

In undertaking the evaluation, consideration has been given to whether or not the project retained its consistency with the policies and strategies with which it was originally aligned and with the changing policy and strategy environment. Table 2.1 sets out the level of consistency of the BAB project with various strategies and policies at the national and sub-national levels.

Table 2.1: Strategic context	
National Policy	
<i>Policies, plans and strategies in operation at the outset and early stages of the programme</i>	
Industrial Strategy - Building a Britain Fit for the Future (BEIS, 2017)	Among the aims of the Strategy was to make Britain the best place to start and grow a business. This included providing opportunities for businesses and prospective entrepreneurs to receive appropriate advice and support and be challenged by other businesses people. The project was fully consistent with this as it provided business support to prospective entrepreneurs and existing businesses in the Greater Manchester area.
<i>Policies, plans and strategies currently in place</i>	
Levelling Up White Paper (2022)	This sets out plans for improving opportunity equality and prosperity across the whole of the UK through the Levelling Up agenda. Specific Levelling Up objectives are set out in the White Paper including improving living standards, the level of skills in the workforce, and improving local pride.

	<p>The BAB project has supported these aims by helping to boost the local economy through increased business prosperity as well as helping smaller community-based businesses.</p>
<p>Build Back Better: Our Plan for Growth (2021)</p>	<p>This plan sets out the UK government's strategy to support economic growth following the Covid crisis and associated restrictions on the economy. The plan identifies infrastructure, skills and innovation as core pillars of growth. These will be used to level up the whole of the UK.</p> <p>The project aligned itself with this as it supported growth in a number of underperforming local authority areas in Greater Manchester.</p>
<p>Sub-National Policy</p>	
<p><i>Policies, plans and strategies in operation at the outset of the project</i></p>	
<p>'Our Manchester' Industrial Plan (2019)</p>	<p>The aims included in the plan included a key focus on increasing the inclusivity of the Manchester economy, through individuals as well as businesses. The plan aimed to build on the positive practices already seen throughout the city to increase the pace and scale of change to create an inclusive economy.</p> <p>The project has supported this by assisting a wide range of SMEs from different sectors as well as individuals from various backgrounds.</p>
<p><i>Policies, plans and strategies currently in place</i></p>	
<p>Greater Manchester Strategy 2021-2031, GMCA (2021)</p>	<p>The key strategy objectives in this plan are: creating a greener Greater Manchester, a fairer Greater Manchester and a more prosperous Greater Manchester. The plan aims to generate greater investment and new opportunities as part of the levelling up programme, as well as developing a deeper understanding of inequalities in issues such as jobs.</p> <p>By supporting individuals who otherwise may not have been able to afford to pay for the type of support provided by the project, BAB has helped to close the gap with regard to these inequalities.</p>
<p>Greater Manchester LEP Economic Plan (2021)</p>	<p>The business support offered to the beneficiaries of the BAB project aligned with this plan as it drove economic growth, which is key area of focus for the LEP.</p>
<p>GMCA Greater Manchester Strategy – Our People, Our Place (2022)</p>	<p>The main theme for this strategy is helping to deliver a thriving and productive economy in all parts of Greater Manchester through investing in science, innovation and business. A key priority is to make it easier for start-up and existing businesses to grow.</p> <p>The BAB project fully supported this aim.</p>

Table 2.1 shows that at the time it was approved, the BAB project was highly consistent with national and sub-regional policies. It maintained this consistency through the evolving policy environment.

2.5 Market failure

The rationale for public sector intervention will normally involve justifying an activity in terms of its expected impact on economic efficiency, or in terms of stated Government policy objectives (such as social objectives) or some combination of the two. Where markets fail to work perfectly, resource allocation does not occur relative to the marginal cost of provision. The correction of market failures leads to improvements to the supply side of the economy and increases productive capacity. In the case of economic development initiatives such as this, the rationale will often be based upon the correction of a market failure or missing market issue and/or the enhancement of the quality of life of disadvantaged groups (equity).

The rationale for intervention with regard to initiatives such as the BAB project often relates to information failures and risk – for small businesses and prospective entrepreneurs, investing in growth or business creation is by definition an uncertain business. There may be concerns relating to, for example, whether there is a market for their products and services or whether their business plans are achievable. In attempting growth or business creation, a small business or prospective entrepreneur is investing heavily in an area in which the returns are uncertain. Working with the BAB project allows businesses and entrepreneurs to utilise external expertise, making growth and business creation less of a risk.

Another market failure of relevance to the project is asymmetric information. In the case of the BAB project, small businesses and prospective entrepreneurs may have limited knowledge of, for example, routes to accessing finance or product and service marketing channels. Hence, enterprise growth and creation levels are sub-optimal. Intervention through initiatives such as the project remedy this market failure by bringing small businesses and prospective entrepreneurs together with experts in relevant fields.

Another market failure addressed by the project is externalities. When firms and prospective entrepreneurs make decisions regarding investment in any activity they do so based on the expected return to their organisation only. They may or may not recognise that others also benefit, such as suppliers, customers, competitors, even other companies in other sectors and society in general. However, as those outside the organisation cannot be made to contribute directly towards the cost of the investment the firm does not value these benefits regardless of their scale or scope. Where the benefits to the organisation are considered too few relative to the cost to the organisation no investment will take place even if the benefits external to the organisation would be sizeable. The public sector, however, on behalf of society in general, recognises the wider benefits of enterprise growth and creation and therefore through support such as that provided through the project contributes directly to the cost of the investment. Particular externalities relating to the project include improving the image of the Greater Manchester area as a business centre as the project has the potential to showcase the enterprising nature of the area.

The project also addressed equality issues by providing targeted support to underrepresented groups such as young people, women and Greater Manchester's refugee community.

2.6 Project logic chain

Logic chains are an essential element of the approach to assessing programmes and projects. The use of logic chains can assist in demonstrating how activities, and the inputs these entail, deliver key outputs and outcomes and how they contribute to wider priorities and target impacts. In particular, the development of logic chains can serve as a useful framework for assessing:

- the causal connections between inputs, activities, outputs, outcomes and impacts – this is important in determining the extent to which benefits are attributable to the project;
- the rationale for the intervention by consideration of its context – in terms of, for example, contextual economic conditions and the extent to which they are having adverse consequences for levels of investment and the competitiveness of the area; and
- the intervention's design – in other words, the relevance of the chosen activities to the achievement of the desired outcomes.

As part of the evaluation, a hypothetical logic chain was developed for the project, as shown in Table 2.2.

Table 2.2: Build a Business – Logic chain	
Contextual conditions	<ul style="list-style-type: none"> • GVA growth consistent with the regional and national averages but relatively low GVA per person employed • Relatively high employment growth compared to the regional and national averages but also relatively high unemployment • decreasing business creation rate in Greater Manchester • low two-year business survival rates compared to the national and regional averages
Policy context	<p>Original context</p> <ul style="list-style-type: none"> • Industrial Strategy • Our Manchester <p>Evolving context</p> <ul style="list-style-type: none"> • Levelling Up White Paper • Build Back Better • Greater Manchester Strategy • Greater Manchester LEP Economic Plan • GMCA Greater Manchester Strategy
Objectives	<ul style="list-style-type: none"> • to deliver a programme of satellite support in participating boroughs, ensuring that relevant resources and expertise were accessible through established community hubs

	<ul style="list-style-type: none"> to upskill borough libraries to deliver their own business services in order to develop a lasting, sustainable and embedded support infrastructure for the benefit of the local economy to help entrepreneurs from diverse backgrounds to commercialise their ideas and set-up and run successful enterprises to increase the number of sustainable businesses in the Greater Manchester area
Inputs	<ul style="list-style-type: none"> funding from ERDF and partner local authorities human resources from partner local authorities and external consultants
Activities	<ul style="list-style-type: none"> a 12-hour support programme delivered through four workshops access to business information resources and support SME Champions providing workshops and advice signposting to the BIPC for further support one-to-one business information service workspace in eight libraries showcase events
Outputs	<ul style="list-style-type: none"> businesses supported employment created in supported businesses potential entrepreneurs assisted to be enterprise ready enterprises receiving information, diagnostic and brokerage support
Outcomes	<ul style="list-style-type: none"> businesses created and surviving businesses growing
Impacts	<ul style="list-style-type: none"> employment growth GVA growth

2.7 Summary

The BAB project aimed to increase entrepreneurship and small business growth across the Greater Manchester area by providing high-quality pre-start, start-up and post-start support.

The rationale for intervention with regard to the project was largely related to information failures and risk as investing in growth or business creation is by definition an uncertain business. Working with the BAB project allowed businesses and entrepreneurs to utilise external expertise, making growth and business creation less of a risk. Another market failure of relevance to the project was asymmetric information. In the case of the BAB project, small businesses and prospective entrepreneurs may have had limited knowledge of, for example, routes to intellectual property, accessing finance or product and service marketing channels. Hence, enterprise growth



and creation levels were sub-optimal. Intervention through initiatives such as the project remedied this market failure by bringing small businesses and prospective entrepreneurs together with experts in relevant fields.

The project retained its consistency with a range of policies and strategies at the national and sub-national levels that were applicable at the time of its inception, including the Industrial Strategy and 'Our Manchester'. It also retained its consistency with the changing policy and strategy environment. For example, it was consistent with the current national Build Back Better strategy and the Greater Manchester Economic Plan. This consistency resulted from the project's focus on supporting business creation and growth.

The main economic issues of relevance to the programme were:

- GVA growth in Greater Manchester consistent with the regional and national averages but relatively low GVA per person employed;
- relatively high employment growth compared to the regional and national averages but also relatively high unemployment in Greater Manchester;
- a decreasing business creation rate in Greater Manchester; and
- low two-year business survival rates compared to the national and regional averages.

3 Progress of the project

3.1 Introduction

This section provides details of project performance in relation to expenditure and outputs and also sets out forecasts for expenditure and outputs at project closure.

3.2 Funding

The project is funded by the ERDF, with match funding being provided by the eight partner local authorities. ERDF provided 50% of the overall funding. All of the funding is revenue-related.

Table 3.1 sets out the funding profile for the project, including funding to the first quarter of 2023 and the forecast funding expected at project closure.

Table 3.1: Funding profile			
	ERDF	Local authority partners	Total
Contracted	£1,300,980	£1,300,980	£2,601,960
To Quarter 1 2023	£715,370	£715,370	£1,430,740
Forecast for project completion	£922,165	£922,165	£1,844,330

The underspend was largely associated to delays in the recruitment of project staff and delays in workshop delivery resulting from the Covid crisis.

3.3 Outputs

Table 3.2 sets out the performance of the project in relation to outputs. Note that the output figures are monitoring based.

The output targets for the project were revised downwards from the initial application due to the delayed start to the Covid crisis.

Table 3.2: Performance against targets				
	Original target	Target	To Q1 2023	Forecast for project completion
C1: Enterprises receiving support	150	98	38	98
C4: Enterprises receiving non-financial support	150	98	38	98
C5: New enterprises supported	69	44	17	40
C8: Employment created in supported enterprises	20	13	To be confirmed	To be confirmed
P11: Potential entrepreneurs assisted to be enterprise ready	540	354	54	280

3.4 Summary

The project was funded by ERDF, with match funding provided by the participating local authorities. The project is expected to be delivered for an overall underspend, largely due to the delays in the recruitment of staff and delays in the project starting due to the Covid crisis.

Table 3.3 provides summary details of spend and output performance.

Table 3.3: Spend and output performance						
Indicator	Target (original / revised)	Performance at time of evaluation (Q1 2023)		Projected performance at project closure (Q2 2023)		Overall assessment
		Number	% of target	Number	% of target	
ERDF revenue expenditure	£1,300,980	£715,370	55%	£922,165	71%	Underspend expected
C1: Enterprises receiving support	150 / 98	38	39%	98	100%	Expected to be achieved
C4: Enterprises receiving non-financial support	150 / 98	38	39%	98	100%	Expected to be achieved
C5: New enterprises supported	69 / 44	17	39%	40	91%	Shortfall expected
C8: Employment created in supported enterprises	20 / 13	To be confirmed	To be confirmed	To be confirmed	To be confirmed	To be confirmed
P11: Potential entrepreneurs assisted to be enterprise ready	540 / 354	54	15%	280	79%	Significant shortfall expected

However, the project performed far better than the output figures indicate. Build A Business engaged with approximately 1,000 individuals during the delivery period (September 2021 to June 2023). Whilst the number of potential entrepreneurs assisted was below the target, this does not accurately reflect the effectiveness of the project at engaging with this group. The number of potential entrepreneurs assisted to be enterprise ready was far greater than the number claimed, with many of the unclaimed participants engaging for at least six hours. However, only those reaching 12 hours of support could be claimed as outputs. It should also be noted that the Covid crisis deterred a number of people who may have been interested in joining the project from participating due to concerns about face-to-face engagement.

Furthermore, a high number of participants went on to access other support from the other activities run by the SME Champions locally and through the Business & IP Centre. This could not be counted as it was not in the project submission but is relevant in highlighting the successful delivery of wider support to this client base. For example, many participants attended short courses run by SME Champions, networking events and other workshops.

4 Project management and delivery

4.1 Introduction

This section presents a review of the management and delivery of the project. This has been informed by a review of documentary evidence and consultations.

4.2 Management and delivery

Key roles included:

4.2.1 *Project Board / Steering Group*

The Project Board oversaw the operational delivery and strategic development of the project. The project board comprised individuals from the participating local authorities as well as business owners.

4.2.2 *Service Development Specialist for Libraries*

This role involved initial development of the project. As the project progressed, the role included managing funding, developing events and activities, working with economic development teams in the participating local authorities and reporting to Heads of Service in partner authorities.

4.2.3 *Project Manager*

The Project Manager was the first point of contact for the Champions and the local authority partners. The Project Manager was responsible for, for example:

- arranging workshops and individual support;
- project administration;
- ensuring that the project was delivered within budget;
- ensuring that all project activity and expenditure were compliant with regulations; and
- compiling output figures.

4.2.4 *Project Champions*

The SME Champions were the main facilitators in the local authorities. They were responsible for, for example: providing one-to-one support; supporting workshops; signposting beneficiaries to other support promoting the project to various stakeholders in the authority area; promoting the project locally; administration at borough level. The SME Champions also delivered significant additional activity such as in-house workshops and networking events. They were also the main link between the BIPC in Manchester and the boroughs.

4.2.5 *Library services*

Within each participating borough the library services were responsible for managing the project. This included, for example, recruiting the Champion, working with other departments (such as economic development), working with the Job Centre, promoting the project and managing the administration at a local level.

4.2.6 *Project Compliance*

Manchester City Council has an extensive track record in the administration of ERDF projects and programmes, and in particular the projects and programmes team within City Policy undertook this role. They provided the following support;

- checking of all payroll information to ensure compliant and that eligible costs could be included;
- checking of staff time sheets of project staff to make sure could be claimed;
- provided training to SME Champions on the requirements and the relevant paperwork;
- ensuring that the project was delivered within budget;
- ensuring that all project activity and expenditure were eligible with regulations; and
- checking of and compiling outputs.

4.2.7 *External consultants*

External consultants were recruited to deliver the Power Up Your Business workshops. The contract was awarded to Wendy Breakell from 'Break Into Business'.

4.3 **Strengths of the project and areas for consideration**

A number of strengths of the BAB project were identified during the consultations. These included:

- the project has been successful in engaging with individuals from very diverse and underrepresented backgrounds, including female entrepreneurs, people from BAME groups and refugees. In many cases, the SME Champions have adapted to meet the needs of particular groups, such as refugees;
- access to BIPC resources and expertise has been of great value to beneficiaries in developing and exploring their business proposals;
- pre-starts and early-stage businesses lack funding and the project has provided access to resources such as databases and other BIPC resources at no cost to the participant;
- the project has successfully brought beneficiaries together, for example through workshops and networking events. This has enabled knowledge and experience to be shared and



business connections to be developed. It has also enabled a business community to be developed;

- the project has been successful in facilitating business creation and growth;
- the project has been delivered in a supportive and relaxed environment which has made beneficiaries feel at ease;
- the team working on the project, both centrally and across the participating local authorities, have been fully committed to delivering a successful project for the benefit of participants;
- many beneficiaries have continued to engage following completion of the support programme by speaking at events and passing their knowledge to other participants;
- the project has enabled the eight local authorities and their respective Champions to work together and to learn from each other's experiences;
- the project has enabled the SME Champions to develop lasting relationships with participants by ensuring that participants have a single point of contact on the project;
- the project has raised the profile of business support delivery through libraries with a number of key agencies. This has given this approach to business support more credibility;
- the project has been flexible. For example, beneficiaries could attend workshops and events in any participating borough. They could also participate in online workshops from the British Library; and
- the Champions have played a significant role in improving the confidence of participants with regard to developing their business ideas.

Areas for consideration identified during the discussions included:

- the level of paperwork and administration for both team members and beneficiaries was considered excessive by a number of people consulted. This included the need for beneficiaries to complete State Aid paperwork despite the fact that their turnover was far below the State Aid threshold;
- many individuals and early-stage businesses did not complete the 12 hours of support needed to be claimed. Reasons for this included, for example, some beneficiaries feeling that particular workshops were not relevant to their needs. There should be a means of recognising the overall level of engagement in terms of beneficiaries assisted, with the focus not just being on those that can be claimed as outputs;
- recognition that the challenge in completing all 12 hours was difficult for some attendees due to the post-Covid reluctance to attend group events;
- support other than workshops should have counted towards the 12-hour requirement in the early stages of the project. For example, local activities organised by Champions were beneficial for participants but could not be counted at the outset of the project, although this changed as the project progressed;

- the criteria for recognising businesses as claimable outputs resulted in a number of businesses not being claimed as they were not registered with HMRC or Companies House. This criteria needs to be relaxed on future projects;
- due to the type of the entrepreneurs (early starters) and access to relevant software there was a requirement for wet signatures. This was inconsistent with other ERDF projects. For example, the BAB project required four wet signatures from beneficiaries to prove attendance at workshops while the British Library's similar project, 'Start-Ups in London Libraries' only required digital signatures. Similarly, changing a workshop location required substantial administrative inputs, whereas this was not the case for the British Library;
- the 'Power Up Your Business' workshops provided a lot of information for beneficiaries and should have been split into two sessions on different days;
- within each borough the support was delivered in the main library. Providing support in a wider range of libraries within each borough may have made participation easier;
- participants may have benefited from some form of recognition on completing the course, such as a certificate; and
- some of the workshops were difficult for some participants to attend due to issues such as childcare and work. Offering workshops at different times may have been helpful.

4.4 Beneficiary views

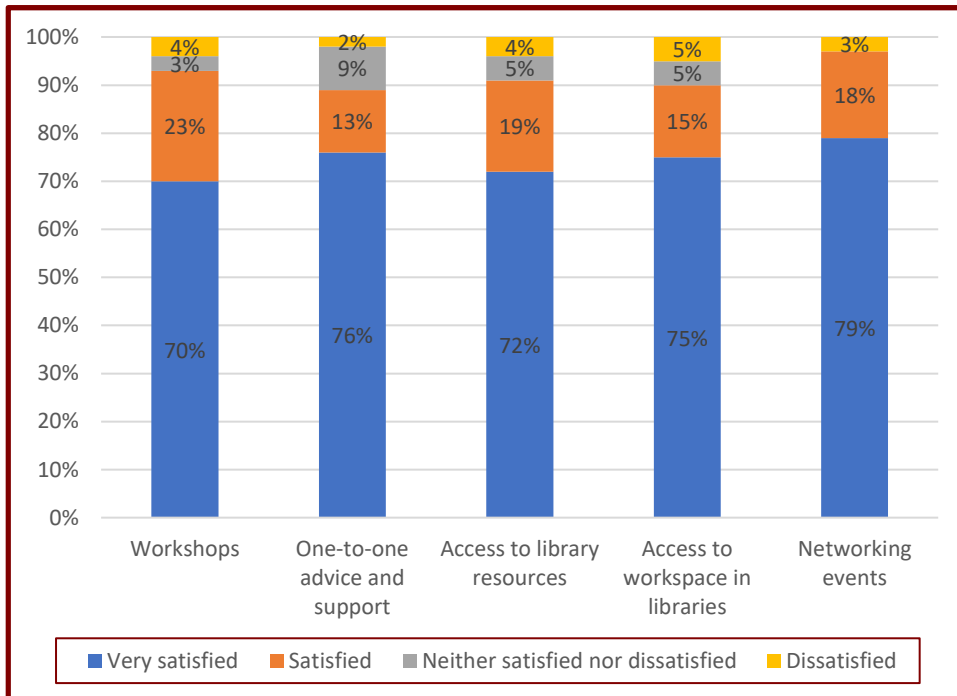
4.4.1 *Prospective entrepreneurs*

Satisfaction and suitability

Satisfaction levels among project participants who had yet to start a business when joining the project were very high, with satisfaction rates of around 90% and above for all types of support provided. Particularly high satisfaction rates were related to the workshops (93%) and networking events (97%), as shown in Figure 4.1.



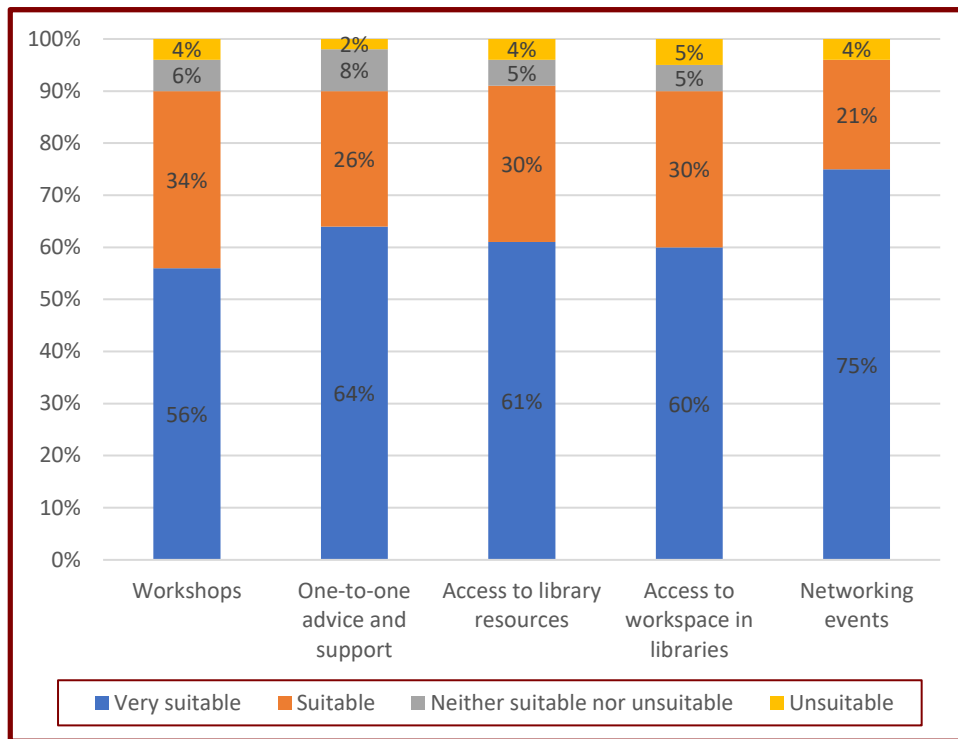
Figure 4.1: Satisfaction levels – prospective entrepreneurs



Source: beneficiary survey, 2023

Project participants who had yet to start a business on joining the project found the support to be either suitable or very suitable for their needs, with suitability rates of 90% and above for all types of support provided. A particularly high suitability rate (96%) was provided by the networking events, as shown in Figure 4.2.

Figure 4.2: Suitability levels – prospective entrepreneurs



Source: beneficiary survey, 2023

Strengths and areas for consideration

The main strengths identified by survey respondents who had not started a business prior to joining the project were the overall quality of support and the quality of the workshops. Table 4.1 sets out the main strengths of the project identified by survey respondents who had not previously started a business.

Table 4.1: Strengths - survey respondents who had not previously started a business	
	Percentage of respondents
Overall quality of support	51%
Quality of workshops and trainers	31%
Quality of one-to-one support	15%
Content of the support programme	13%
Meeting other people in the same situation	12%
Structure and organisation of the support programme	9%
Access to library resources	9%
Increased confidence	4%

Source: beneficiary survey, 2023

In relation to areas for improvement, the most commonly identified issues among survey respondents who had not started a business prior to joining the project were that the workshops were too generic and the need for help in how to access finance, as shown in Table 4.2.

It should be noted that nearly half of respondents (46%) were unable to identify any aspects of the project which did not meet their particular needs to the highest possible standard and could therefore not identify any areas for improvement.

Table 4.2: Areas for improvement - survey respondents who had not previously started a business	
	Percentage of respondents
Nothing – could not identify any areas for improvement	46%
Workshops were too generic	9%
More help in relation to access to finance	6%
Workshops should be in closed rooms in libraries	4%
More feedback and aftercare	4%
The project was not well promoted	3%
Workshops should be longer	2%

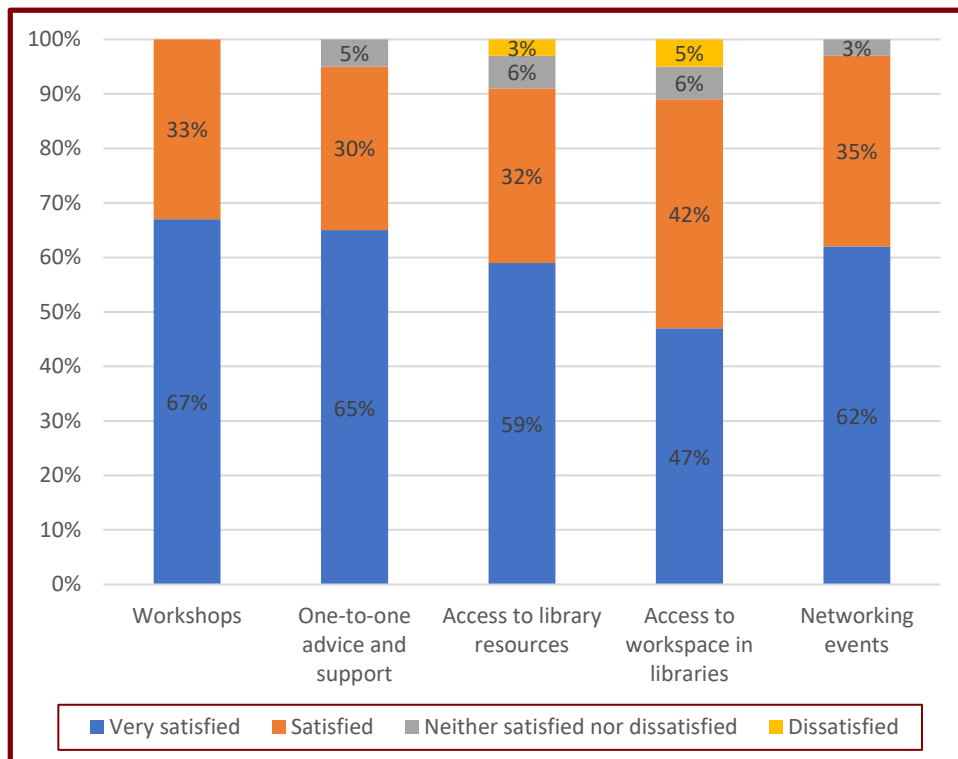
Source: beneficiary survey, 2023

4.4.2 Existing businesses

Satisfaction and suitability

Satisfaction levels among project participants who had already started a business when they joined the project were also very high, with satisfaction rates of around 90% and above for all types of support provided. Of particular note is the workshops, which had a satisfaction rate of 100%, as shown in Table Figure 4.3.

Figure 4.3: Satisfaction levels – existing businesses

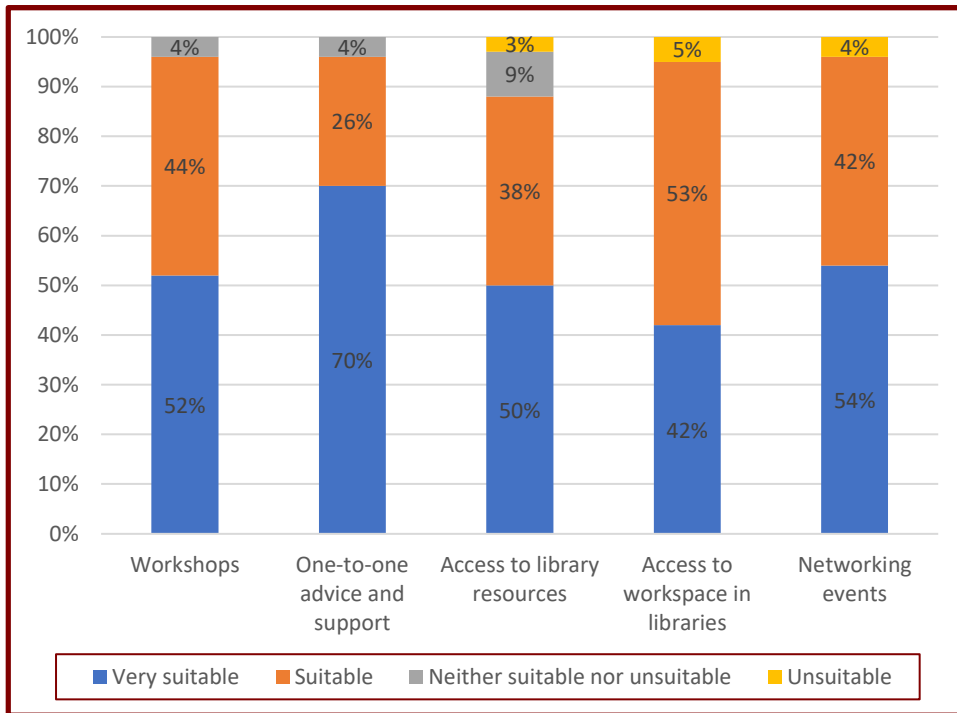


Source: beneficiary survey, 2023

Project participants who had already started a business also found the support to be either suitable or very suitable for their needs, with suitability rates of around 90% and above for all types of support provided. Particularly high suitability rates were evidenced for the workshops and the one-to-one support (both at 96%), as shown in Figure 4.4.



Figure 4.4: Suitability levels – existing businesses



Source: beneficiary survey, 2023

4.4.3 Strengths and areas for improvement

The main strengths identified by survey respondents who had already started a business were the quality of the workshops and the overall quality of support, as shown in Table 4.3.

Table 4.3: Strengths - survey respondents who had already started a business	
	Percentage of respondents
Quality of workshops and trainers	39%
Overall quality of support	33%
Quality of one-to-one support	16%
Meeting other people in the same situation	12%
Content of the support programme	8%
Structure and organisation of the support programme	8%
Access to library resources	8%
Increased confidence	4%

Source: beneficiary survey, 2023

In relation to areas for improvement, the most commonly identified issues among survey respondents who had already started a business were the generic nature of the support and the need for more advice on marketing through social media, as shown in Table 4.8.

It should be noted that 37% of respondents were unable to identify any aspects of the project which did not meet their particular needs to the highest possible standard and could therefore not identify any areas for improvement.

Table 4.8: Areas for improvement - survey respondents who had already started a business	
	Percentage of respondents
Nothing – could not identify any areas for improvement	37%
Workshops were too generic	18%
Need for training on social media marketing	10%
Improved accessibility through more online engagement	8%

Source: beneficiary survey, 2023

4.5 Summary

The BAB project was well managed and delivered, with strong teams in place, both centrally and across the participating local authorities.

Beneficiary satisfaction levels were high, with very few survey respondents expressing any dissatisfaction with any of the support provided.

The main strengths of the project, as identified through consultations, included its success in engaging with people from different backgrounds, providing beneficiaries with access to BIPC resources and expertise, and local delivery which provided a relaxed and familiar environment. From the beneficiary perspective, the main strengths included the quality of the workshops and the content of the support programme.

Areas for improvement identified by consultees included the need to recognise beneficiaries who complete fewer than 12 hours of support, the level of paperwork and the need to provide support in a range of libraries in each borough. Among beneficiaries, areas for consideration included the generic nature of much of the support and the need for assistance in accessing finance.

5 Project outcomes and impacts

5.1 Introduction

This section sets out the benefits attributable to the BAB project. These include quantifiable benefits such as businesses and jobs created as well as wider benefits such as the impact of the project on addressing barriers to enterprise and growth.

5.2 Businesses created

Survey results show that 28% of prospective entrepreneurs who participated in the BAB project have gone on to start a business. A further 50% were planning to start a business in the future and 20% were yet to decide. For those planning to start a business in the future, all of the businesses will be created by 2025 according to survey responses.

Based on the expected figure of 280 potential entrepreneurs supported at project closure, Table 5.1 sets out an estimate of the number of businesses already created and forecast to be created in the future as a result of the support provided.

Table 5.1: Business creation	
	Number of businesses
Already created (28% of beneficiaries)	78
Forecast to be created in the future (60% of beneficiaries)	168*
Total	246

Note: Percentages subject to rounding

*: The 60% comprises the 50% of respondents who stated that they would start a business plus half of the 20% who were undecided about whether they would start a business.

Among survey respondents who decided to delay starting a business, the main reasons given were:

- the need for more time to work on their ideas (73% of those who are delaying starting a business);
- lack of finance (57%);
- the need for more business support (49%);
- the level of risk involved (35%); and
- the current economic circumstances (29%).

Note that respondents could provide more than one answer in relation to delaying starting a business.

If a person does not have appropriate business skills or their idea is not feasible, then not starting a business is the most suitable way forward for that individual. The project ensured that only

people with the right personal skills and ideas were encouraged to start a business. It should be noted that only one survey respondent definitely decided not to start a business after being supported. The reason given was that they were leaving the area.

5.3 Jobs created and safeguarded

5.3.1 *Jobs created to project closure*

Project monitoring has yet to confirm how many jobs have been created by the project. The following analysis is therefore based on survey data.

The additionality of the project in relation to jobs has been assessed through assumptions in relation to leakage, displacement, multiplier effects and deadweight. The adjustments made to allow for additionality are based upon the responses to the surveys and standard benchmarks:

- leakage – survey data indicates that 3.1% of employees of beneficiary businesses reside outside of Greater Manchester;
- displacement – survey data indicates that 43.6% of gross jobs created have resulted from activity which has been displaced elsewhere in Greater Manchester by the BAB project. Although this figure appears high, it reflects the very local nature of many of the businesses and beneficiaries supported. As businesses grow and provide goods and services over a wider geography, this figure would be expected to fall. It should be noted that this displacement figure is similar to the figure for the British Library's SiLL project;
- multiplier effects – a multiplier of 1.45 has been used. This is consistent with the mean figure for 'Individual Enterprise Support' initiatives as set out in 'Research to Improve the Assessment of Additionality' (BIS, 2009); and
- deadweight – the survey indicates that 15.0% of the gross jobs created would have been created without the support provided.

Survey data indicates that eight jobs have been created, among the 40 existing businesses supported (although we understand these have yet to be claimed) and 11 in the 78 businesses created. Table 5.2 sets out the number of net additional jobs created by the project. Note that these figures have not been included in Section 3 as only monitoring figures can be used in that section

Table 5.2: Net additional jobs at project close	
	Jobs (survey-based)
Gross jobs created	19
Leakage (3.1%)	1
Gross local direct effect	18
Displacement (43.6%)	8
Net local direct effect	10
Multiplier effect (45%)	5
Total gross local effect	15
Deadweight (15.0%)	2
Total net additional job created	13

Note 1: Figures subject to rounding.

5.3.2 *Forecasts for future jobs created*

Many of the benefits associated with the BAB project will be delivered in the future as beneficiaries grow their businesses further and additional new businesses are created as a result of the support provided. A forecast for the employment impact to 2027 has therefore been carried out. 2027 is the final year in which surveyed beneficiaries identified that employment impacts would be generated. Among pre-starts, taking into consideration businesses already created by beneficiaries and businesses expected to be created (from Table 5.1), the survey indicates that the number of jobs created is forecast to increase by 413 to 424. For existing businesses, a further 50 jobs are forecast by 2026, bringing the total for existing businesses to 58. The overall gross number of jobs forecast to be created by 2027 is therefore 482.

Table 5.3 shows that the BAB project is forecast to deliver over 300 net additional jobs by 2027.

Table 5.3: Net additional jobs to 2027	
	Jobs
Gross jobs created	482
Leakage (3.1%)	15
Gross local direct effect	467
Displacement (43.6%)	204
Net local direct effect	263
Multiplier effect (45%)	119
Total gross local effect	382
Deadweight (15.0%)	57
Total net additional job created	325

Note 1: Figures subject to rounding.

5.4 GVA impact

5.4.1 Impact to project closure

The turnover impact at project closure is consistent with other business start-up support projects, such as a West Midlands based similar project. This is due to the very small nature of many of the businesses supported and created. The turnover impact of the project at project closure is an estimated £254,114. This equates to a gross GVA figure of £91,989 (based on a GVA to turnover ratio for the North West of 36.2% from the annual business survey).

Net additional GVA has been calculated by adjusting for displacement, deadweight and multipliers, for which the rates identified in Section 5.3.1 have been applied. As GVA is a workplace-based measure, no allowance for leakage has been included.

Table 5.4 sets out the gross and net additional GVA generated by the project to project closure.

Table 5.4: Gross and net additional GVA to project closure	
	GVA
Gross GVA	£91,989
Displacement (43.6%)	£40,107
Net local direct effect	£51,882
Multiplier effect (45%)	£23,347
Total gross local effect	£75,229
Deadweight (15.0%)	£11,284
Net additional GVA	£63,944

Note: Figures subject to rounding

The project had therefore generated nearly £64,000 in net additional GVA by project closure.

5.4.2 Forecasts for future GVA created

The nature of the BAB project is that, in many cases, further turnover increases will accrue in future years as businesses supported grow further and additional new businesses are created. GVA has therefore been estimated to 2031. 2031 has been identified as the final year in which turnover impacts will be generated as survey data suggests that future businesses created through the project will be created by 2025 and that turnover impacts will last for seven years from business creation. Assuming the first turnover impacts are in 2025 for these businesses, the final impacts will be in 2031. For existing businesses supported and businesses already created through the project, turnover benefits are within the 2023 to 2031 timeframe.

Table 5.5 sets out the gross and net additional GVA to 2031

Table 5.5: Gross and net additional GVA to 2031	
	GVA
Gross GVA	£1,847,318
Displacement (43.6%)	£805,431
Net local direct effect	£1,041,887
Multiplier effect (45%)	£468,849
Total gross local effect	£1,510,737
Deadweight (15.0%)	£226,610
Net additional GVA	£1,284,126

Note: Figures subject to rounding

The project is therefore forecast to generate nearly £1.3 million in net additional GVA by 2031.

5.5 Impact on cross-cutting themes

The BAB project has supported equality across Greater Manchester by providing assistance to people from different ethnic groups as well as people of different ages and disability status, as shown in Table 5.6.

Table 5.6: BAB – beneficiaries by demographic group			
Gender	Percentage	Disability	Percentage
Female	67%	Disabled	16%
Male	32%	Not disabled	80%
Not provided	1%	Not provided	4%
Age	Percentage	Ethnicity	Percentage
Up to 29	12%	Asian – Asian British	18%
30 to 34	11%	Black - African	12%
35 to 39	17%	Caribbean – Black British	2%
40 to 44	18%	Mixed	7%
45 to 49	14%	White	50%
50 to 54	8%	Other ethnic group	5%
55 to 59	7%	Not provided / wouldn't say	6%
60 to 64	4%		
65 and above	1%		
Not provided	7%		

Source: beneficiary survey, 2023

5.6 Social benefits

The project has played a role in bringing unemployed and retired people back into the workforce and in helping homemakers return to work. The survey indicates that 14% of beneficiaries who have started a business as a result of the support provided or who plan to start a business in future were previously unemployed and 5% were retired. A further 3% were previously homemakers.

The project has also delivered a number of other social benefits, as set out in Section 4 of this report. These include:

- engaging with individuals from very diverse and underrepresented backgrounds, including female entrepreneurs, people from BAME groups and refugees; and
- increasing confidence levels among beneficiaries.

5.7 Wider benefits

5.7.1 Pre-starts

Barriers to enterprise

The BAB project has been successful at addressing the barriers to enterprise faced by beneficiaries who went on to start a business following support. The most common barrier was a lack of knowledge of support available, with 83% of respondents who went on to start a business facing this barrier.

Table 5.7 sets out the main barriers faced by prospective entrepreneurs and the extent to which the BAB project has addressed these.

Table 5.7: Barriers to enterprise		
Barrier	% of respondents identifying as a barrier	Very effective / effective at addressing barrier
Lack of knowledge of support available	83%	88%
Confidence	76%	86%
Lack of knowledge of setting up a business	72%	90%
Regulatory issues	59%	94%
Concerned about risks	52%	80%
Lack of finance	52%	67%
Lack of awareness of market opportunities	41%	83%

Source: Beneficiary survey, 2023

Note: the second column shows the percentage of respondents identifying a barrier. The final column shows the percentage of those identifying a barrier who felt that the project had addressed this. Respondents could identify more than one barrier.

Other wider benefits

The BAB project has delivered a range of wider benefits to prospective entrepreneurs who went on to start a business. Table 5.8 sets out the main wider benefits delivered. Note that the figures are the percentages of the 10 survey respondents who have started a business and for whom the project has delivered benefits to date.

Table 5.8: Wider benefits – prospective entrepreneurs	
Wider benefit	% of respondents
Gained a better understanding of the market for your product or service	100%
Made new business connections and contacts	80%
Been referred to other relevant business support organisations	70%
Developed any new to the business products, services or processes	50%
Developed any new to the market products, services or processes	50%
Invested in new equipment	30%
Invested in innovation or received innovation support	20%
Accessed public or private sector funding	20%
Invested in staff training	10%

Source: Beneficiary survey, 2023

5.7.2 Existing businesses

Barriers to growth

The BAB project has also been successful at addressing the barriers to growth faced by early-stage business beneficiaries. The most common barrier was understanding and exploiting intellectual property, with 72% of respondents who had already started a business facing this barrier.

Table 5.9 sets out the main barriers faced by existing businesses and the extent to which the BAB project has addressed these.

Table 5.9: Barriers to growth		
Barrier	% of respondents identifying as a barrier	Very effective / effective at addressing barrier
Understanding and exploitation of intellectual property	72%	89%
Ability to develop a profitable business model	66%	79%
Promoting the business	64%	84%
Market knowledge	60%	77%
Accessing dependable professional advice	58%	86%
Expertise - managerial skills	50%	80%
Competitive marketplace	48%	83%
Risks involved in growth	36%	67%
Expertise - workforce skills	14%	86%
Recruitment	10%	40%

Source: Beneficiary survey, 2023

Note: the second column shows the percentage of respondents identifying a barrier. The final column shows the percentage of those identifying a barrier who felt that the project had addressed this. Respondents could identify more than one barrier.

Other wider benefits

The BAB project has delivered a range of wider benefits to existing businesses. Table 5.10 sets out the main wider benefits delivered. Note that the figures are the percentages of the survey respondents for whom the project has delivered benefits to date.

Table 5.10: Wider benefits – existing businesses	
Wider benefit	% of respondents
Made new business connections and contacts	86%
Gained a better understanding of the market for your product or service	68%
Developed any new to the market products, services or processes	50%
Been referred to other relevant business support organisations	45%
Invested in new equipment	36%
Invested in staff training	32%
Developed any new to the business products, services or processes	32%
Accessed public or private sector funding	23%
Invested in innovation or received innovation support	14%

Source: Beneficiary survey, 2023

5.8 Summary

The BAB project has had positive impacts in terms of supporting potential entrepreneurs to explore and crystallise their business ideas and create new businesses, with an estimated 78 businesses created to date and a total of 246 forecast to be created in the long-term. The project has also been successful in supporting early-stage businesses to grow. The support provided has had a positive impact in terms of employment and GVA. These impacts are expected to become stronger over the next few years. Table 5.11 sets out the business creation, employment and GVA benefits associated with the project.

Table 5.11: Summary of business creation, employment and GVA benefits		
To project close	Gross	Net additional
Businesses created	78	-
Jobs created	19	13
GVA	£91,989	£63,944
To 2031	Gross	Net additional
Businesses created	246	-
Jobs created	482	325
GVA	£1,847,318	£1,284,126

Note that, according to survey results, 2027 is the final year in which jobs will be created and 2031 is the final year in which there will be turnover impacts (GVA is derived from turnover figures).



The BAB project also delivered a range of other benefits including:

- supporting unemployed and retired people back into the workforce;
- supporting equality, as evidenced by the high numbers of, for example, women and people from BAME groups supported;
- addressing the barriers to enterprise and growth faced by beneficiaries;
- improved understanding of the market for their goods and services among beneficiaries; and
- new business connections.

6 Value for money

6.1 Introduction

This section sets out an assessment of the value for money of the project. It comprises an analysis of economy, effectiveness and efficiency.

6.2 Economy

The BAB project was delivered economically. For example, all procurement followed public sector regulations and all salaries and consultancy fees were at market rates.

6.3 Effectiveness

The BAB project has contributed to the delivery of the objectives of a number of strategies and policies, as shown in Section 2.4 of this report.

Table 6.1 sets out an assessment of the extent to which the project met its original objectives.

Table 6.1: Effectiveness of the BAB project		
Objective	Achievement of the objective to date	Comments
To deliver a programme of satellite support in participating boroughs, ensuring that relevant resources and expertise were accessible through established community hubs.	vvv	The project has successfully delivered support in local communities through library services.
To upskill borough libraries to deliver their own business services in order to develop a lasting, sustainable and embedded support infrastructure for the benefit of the local economy.	vvv	Library services in all of the participating boroughs have provided support and strengthened their offer as a result of participating in the BAB project.
To help entrepreneurs from diverse backgrounds to commercialise their ideas and set-up and run successful enterprises.	vvv	The project has supported a diverse range of beneficiaries, including refugees. 67% of beneficiaries were women and 50% were from BAME groups.
To increase the number of sustainable businesses in the Greater Manchester area.	vvv	The project is forecast to create 246 new businesses in Greater Manchester.

v = minimal achievement

vv = moderate achievement

vvv = significant achievement

6.4 Efficiency

6.4.1 To project closure

An assessment of the efficiency of the project in relation to outputs and outcomes projected for the end of the project has been carried out. This is presented in Table 6.2.

Table 6.2: ERDF value for money of the project to project closure		
		ERDF
A	ERDF cost (£)	£922,165
B	Existing businesses supported	98
C	Prospective entrepreneurs supported	280
D	Businesses created	78
E	Gross jobs created	19
F	Net jobs created	13
G	Net GVA increase (£)	£63,944
H=A/B	ERDF cost per existing business supported	£9,410
I=A/C	ERDF cost per prospective entrepreneur supported	£3,293
J=A/D	ERDF cost per business created	£11,823
K=A/E	ERDF cost per gross job created	£48,535
L=A/F	ERDF cost per net job created	£70,936
M=G/A	Ratio of GVA increase to ERDF cost	0.06.1:1

6.4.2 To 2031

An assessment of the efficiency of the project in relation to outputs and outcomes projected for 2031, the final year in which benefits were identified, has also been carried out. This is presented in Table 6.3 and shows significant improvements in cost per business created and cost per job as well as a substantial improvement in the GVA to funding ratio.

Table 6.3: ERDF value for money of the project to 2031

		ERDF
A	ERDF cost (£)	£922,165
B	Businesses created	246
C	Gross jobs created	482
D	Net jobs created	325
E	Net GVA increase (£)	£1,284,126
F=A/B	ERDF cost per business created	£3,749
G=A/C	ERDF cost per gross job created	£1,913
H=A/D	ERDF cost per net job created	£2,837
I=E/A	Ratio of GVA increase to ERDF cost	1.4:1

6.5 Summary

This section has demonstrated that the BAB project had processes and procedures in place to ensure that it was delivered in an economical manner, such as through procurement processes which were compliant with ERDF regulations.

The project has also been highly successful in meeting its objectives. For example, it has successfully created new businesses across Greater Manchester and supported people from a range of backgrounds, including refugees and people from BAME groups. Furthermore, two in three beneficiaries were women.

By project closure, the BAB project is expected to have an ERDF cost per business created of £11,823 and an ERDF cost per net additional job (allowing for leakage, deadweight, displacement and multipliers) of £70,936. Returns on investment for business start-up projects are generally very low. For example, a very similar project in the West Midlands had a return on investment of 0.16:1 at project closure. This project had been running for seven years and therefore substantially more businesses had been created and had grown by project close than through the two-year BAB project. The return on investment of the BAB project at project close is therefore not a major concern.

The long-term value for money of the project will be substantially greater. By 2031 the ERDF cost per business created is forecast to fall to £3,749, the ERDF cost per net additional job is forecast to fall to £2,837 and the return on investment is forecast to increase to 1.4:1. Note that this return on investment is greater than for the aforementioned West Midlands project.

7 Conclusions and lessons learned

7.1 Introduction

This section sets out the main conclusions of the evaluation. It also identifies a number of lessons that can be learned from the project and recommendations for future activity.

7.2 Conclusions

The BAB project has had a very positive impact in terms of facilitating business creation and business growth across the eight participating Greater Manchester local authority areas through the provision of support to potential entrepreneurs and early-stage businesses. The performance has been particularly positive in light of a number of challenges, including the limited delivery period and delivery in the immediate aftermath of the Covid crisis in which many people were unwilling to participate in face-to-face and group activities. The project has, to date, resulted in significant increases in the number of businesses and jobs across the area, with the number of businesses and jobs created expected to increase substantially by 2027 as a result of the support provided. It has also increased turnover among beneficiaries with further increases forecast. These are forecast to translate into substantial GVA benefits over the next few years. The project has also delivered a range of wider benefits including addressing barriers to enterprise and growth, improved market understanding and new business connections.

The project has been successful in responding to the needs of businesses by providing both one-to-many workshop support and individual mentoring support. This has resulted in high satisfaction rates among beneficiaries with the services provided.

The BAB project has been well-managed and delivered by a dedicated team. This has ensured that the project has been delivered smoothly.

The project has been effective in meeting its own objectives. Over the next few years, when businesses created and supported by the project grow further as a result of the support provided, the cost per business created and net job created and the return on investment will improve substantially.

7.3 Lessons learned and recommendations

A number of lessons and recommendations have been identified for future support initiatives. Elements of good practice which should be continued on future initiatives include:

- to continue with the successful approach to engaging with individuals from very diverse and underrepresented backgrounds;
- to continue to provide free access to BIPC resources and expertise;
- to continue to provide opportunities for beneficiaries to share knowledge and experience and develop business connections;



- to continue to use libraries as these provide a supportive and relaxed environment; and
- to continue with the Champions approach and provide opportunities for the Champions to share their experience.

Recommendations for consideration on future initiatives include:

- to work with funders on any future project to look for ways to reduce the level of paperwork and administration on any post-ERDF project;
- to work with funding bodies on any post-ERDF project to develop a more relaxed criteria for businesses which can be counted as outputs, including fewer hours and increasing the number of activities which can be counted towards total hours;
- to work with funding bodies on any post-ERDF project to ensure consistency of rules and administration requirements between projects;
- to provide support in a number of libraries within each participating local authority to increase accessibility; and
- to arrange workshops at different times so that it is easier for people with childcare and work commitments to attend.

Appendix A: Consultees

Consultations have been carried out with:

- Central Team
 - Jonathan Ebbs (Manchester City Council)
 - Michael Waistell (Manchester City Council)
 - Ian Hargreaves (Manchester BIPC)
- Champions
 - Joe Drury (Trafford)
 - Sean Martin (Stockport)
 - Karen Yates (Salford)
 - Claire Stirrup (Bury)
- British Library
 - David Gimson
- Local authority partners
 - Jayne Tramontana (Bolton Council)
 - Farook Atcha (Bolton Council)
 - Louise Clark (Tameside Council)
 - Victoria Varley (Oldham Council)
- External consultant
 - Wendy Breakell

Appendix B: Example Topic Guide

1	Could you your role in the BAB project?
2	Do you think the management and delivery arrangements for the project are appropriate and could they be strengthened?
3	What do you consider to be the strengths and weaknesses of the project?
4	Is there anything on the project that could be done differently next time?
5	What do you think the impact of the project has been in Greater Manchester?
6	How well do you think the project responded to changing economic circumstances?
7	Are there any other comments you would like to make?

Appendix C: Case Studies

With You HR

With You HR is a HR consultancy company which assists new businesses and new employers by guiding them through people management processes.

Through Build A Business, With You HR initially took part in the course of workshops and then returned to the project to use the knowledge available from the team at the library to trademark their business. The project was also able to support the business in researching potential customers and gave them access to their databases.

The support from the project gave the business a great foundation for progressing towards growth and development. They were able to do their own research and apply new processes to their business growth journey as a result of the insights provided by Build A Business.

One of the most helpful parts of the project the business found was the support of their SME Champion who helped in setting up a networking group and has subsequently put the business in contact with lots of people.

“I wouldn’t have learnt half the things I have without the project.”



Ardea Upholstery

Ardea Upholstery is a handmade chair and soft furnishings upholstery company which specialises in using artists' and designers' work on each piece.

Build A Business was able to support Ardea by reassuring them that their idea for business development was viable and achievable. It provided a good focus point and structure for the business during the early stages of their start-up.

The business found the networking opportunities encouraged by the project beneficial. Through the project, Ardea was able to connect with another participant on the project who helped them to build their website. The similar stages in terms of business development that the other participants were at was highlighted as a key strength.

Additional signposting of opportunities for additional training such as marketing and social media and the one-to-one support from their local SME Champion was helpful in building on the knowledge gained in the workshops. The project has been encouraging in fostering resilience and creating a supportive environment.

"I am so grateful for the knowledge I have gained."

Ardea

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**Manchester City Council
Report for Information**

Report to: Economy and Regeneration Scrutiny Committee – 5 March 2024

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Work Programme

Recommendation

The Committee is invited to discuss and note the information provided.

Wards Affected: All

Contact Officers:

Name: Rachel McKeon
Position: Governance and Scrutiny Support Officer
Telephone: 0161 234 4997
Email: rachel.mckeon@manchester.gov.uk

Background documents (available for public inspection):

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.

Date	Item	Recommendation	Action	Contact Officer
5 December 2023	ERSC/23/53 Manchester Airport	To request that the Airport's response to the Rail Minister on what it wants to see delivered from the funding package for the northern transport network be circulated to Committee Members, once it is available.	This will be circulated to Committee Members once it is available.	Pat Bartoli, Director of City Centre Growth and Infrastructure
5 December 2023	ERSC/23/55 Information on the economic impacts of Social Value	To recommend that, when the Social Value Framework is next reviewed, children and families who have experienced homelessness be added as a priority group.	A response to this recommendation will be reported back to the Committee via the Overview report.	Angela Harrington, Director of Inclusive Growth
9 January 2024	ERSC/24/02 Road Safety	To request that the Director of Highways check with the relevant team whether dashcam footage could be used for civil offences in future. To request that the Head of Network Management circulate the website link through which footage from members of the public can be submitted. To note that the Executive Member for Environment and Transport will circulate information to Members on undertaking more community speed watch trials.	Responses to these recommendations will be circulated to Members when available.	Kevin Hicks, Director of Highways/ Kevin Gillham, Head of Network Management

6 February 2024	ERSC/24/07 Manchester City Council Climate Change Action Plan – Progress Update – Transport Emissions	<p>To recommend that the Council’s representatives on TfGM and the GMCA communicate the recommendation that the ‘Right Mix’ deliver carbon reductions in line with the Council’s carbon budget.</p> <p>To note that the Strategic Director (Growth and Development) will provide the requested data on car ownership across the city.</p> <p>To note that the Director of Highways will advise whether there are any levers which can be used to discourage taxis licensed elsewhere from operating in Manchester, such as not allowing them to use bus lanes.</p> <p>To request that the Walkability Study be shared with Committee Members.</p>	Responses to these recommendations will be circulated to Members when available.	<p>Rachel McKeon, Governance and Scrutiny Support Officer</p> <p>Becca Heron, Strategic Director (Growth and Development)</p> <p>Kevin Hicks, Director of Highways</p> <p>Becca Heron, Strategic Director (Growth and Development)</p>
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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 **26 February 2024**, 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.

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
Manchester Major Events Commission (2023/10/20A) To agree the award of contract for the delivery of event services	City Treasurer (Deputy Chief Executive)	Not before 12th Dec 2023		Briefing Note	John Rooney, Director of Neighbourhood Delivery john.rooney@manchester.gov.uk
Development and Growth					
39 Deansgate Speakers House - Granting of over-riding lease (2022/04/12A) Approval to the granting of over-riding lease for 250 years with additional land to facilitate redevelopment of the site, as consented	Strategic Director (Growth and Development)	Not before 11th May 2022		Confidential report and recommendations	Ken Richards, Principal Development Surveyor ken.richards@manchester.gov.uk

under planning application 131314/FO/2021					
<p>Disposal of site of former Chorlton Leisure Centre for residential development (21/05/13A)</p> <p>Approval to the terms for the leasehold disposal of the site of the former Chorlton Leisure Centre for residential development.</p>	Strategic Director (Growth and Development)	Not before 3rd Jul 2023		Report to the Strategic Director of Growth and Development	Mike Robertson, Principal Development Surveyor mike.robertson@manchester.gov.uk
<p>Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease (2021/07/16A)</p> <p>Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease.</p>	Strategic Director (Growth and Development)	Not before 1st Sep 2023		Report and recommendations	Mike Robertson, Principal Development Surveyor mike.robertson@manchester.gov.uk
<p>Disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS (2022/05/19A)</p> <p>Approval to the terms for</p>	Strategic Director (Growth and Development)	Not before 19th Jun 2022		Report to the Strategic Director of Growth and Development	Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk

the leasehold disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS.					
<p>This City - new scheme development (2022/06/17B)</p> <p>To give capital expenditure approval to build a mixed development of market and accessible rent properties, initially through the Council before transferring to a Council-owned company during the build.</p>	City Treasurer (Deputy Chief Executive)	Not before 17th Jul 2022		Report and recommendation	David Lynch, Director of Development david.lynch@manchester.gov.uk
<p>Housing Affordability Fund Budget (2022/06/28B)</p> <p>The approval of capital expenditure for affordable housing via a dedicated HAF budget.</p>	City Treasurer (Deputy Chief Executive)	Not before 28th Jul 2022		Checkpoint 4 Business Case	Yvette Ryle, Project Manager Yvette.ryle@manchester.gov.uk
<p>This City: Contractor and Design Team Fees (2022/08/10A)</p> <p>To approve capital expenditure for the delivery of This City: Norther</p>	City Treasurer (Deputy Chief Executive)	Not before 10th Sep 2022		Checkpoint 4 Business Case	David Lynch, Director of Development david.lynch@manchester.gov.uk

Quarter (Postal Street) in order to appoint a contractor under a Pre-Construction Services Agreement to progress work on a mixed development of market and Manchester Living Rent properties until planning permission has been granted.					
Land at Kelbrook Road (2022/11/14A) Approval to dispose of land at Kelbrook Road for development	Strategic Director (Growth and Development)	4 Jan 2023		Report to the Strategic Director – Growth & Development	Thomas Pyatt, Senior Development Surveyor Tel: 0161 234 5469 thomas.pyatt@manchester.gov.uk
Local Authority Housing Fund to obtain and refurbish property for sustainable housing (2022/01/18A) To approve capital expenditure to obtain and refurbish property in order to provide sustainable housing for those unable to secure their own accommodation under the Afghan Citizen Resettlement Scheme	Executive	Not before 18th Feb 2023		Capital Strategy report	Martin Oldfield, Head of Strategic Housing martin.oldfield@manchester.gov.uk

(ACRS), Afghan Relocations and Assistance Policy (ARAP) (collectively referred to as the Afghan Schemes), Ukraine Family Scheme, the Homes for Ukraine and the Ukraine Extension Scheme (collectively referred to as Ukraine schemes).					
Disposal of land at the back of Ancoats, Manchester (2023/03/23A) To approve the disposal of land bounded by Naval Street, Radium Street, Poland Street and Jersey Street	Strategic Director (Growth and Development)	23 Apr 2023		Briefing Note	Bhavesh Chauhan, Principal Development Surveyor bhavesh.chauhan@manchester.gov.uk
The disposal of land at Store Street Manchester (2023/04/25A) To approve the disposal of land at Store Street, Manchester.	Strategic Director (Growth and Development)	Not before 25th May 2023		Briefing Note	
Factory International Works (2023/06/28A) To approve capital funding for Factory International for	Executive, City Treasurer (Deputy Chief Executive)	26 Jul 2023		Report to Executive	Rebecca Heron, Strategic Director (Growth and Development) rebecca.heron@manchester.gov.uk

works to achieve static completion					
<p>Promotion Agreement for disposal of land (2023/06/29A)</p> <p>To approve the terms agreed for entering into a promotion agreement to dispose of land for residential development</p>	Strategic Director (Growth and Development)	Not before 28th Jul 2023		Delegated approval report to the Strategic Director of Growth and Development	Mike Robertson, Principal Development Surveyor mike.robertson@manchester.gov.uk
<p>Disposal of Elizabeth Yarwood Court, Kincardine Road, Manchester, M13 9SY (2023/07/24A)</p> <p>Approval of terms for disposal of site to facilitate commercial development</p>	Strategic Director (Growth and Development)	Not before 22nd Aug 2023		Report to the Strategic Director of Growth and Development	Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk
<p>Disposal of land at Upper Brook Street, Manchester, M13 9XH (2023/07/24B)</p> <p>Approval of terms for disposal of land to facilitate mixed use development.</p>	Strategic Director (Growth and Development)	Not before 22nd Aug 2023		Report to the Strategic Director of Growth and Development	Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk
<p>Disposal of land at Hinchley Road, Charlestown, Manchester, M9 7FG (2023/08/21A)</p>	Strategic Director (Growth and Development)	Not before 21st Sep 2023		Report and Recommendation	

Approval to the freehold disposal of land at Hinchley Road for residential development.					
Land at 1-7 Gorton Road, M11 (22/08/2023A) Grant a Deed of Variation to the existing lease of land that will consent to subletting and change of use.	Strategic Director (Growth and Development)	Not before 22nd Sep 2023		Report & Heads of Terms	
Disposal of land at Carmoor Road, Manchester, M13 0FB (2023/09/13A) Approval of terms for disposal of land to facilitate development of Purpose Built Student Accommodation.	Strategic Director (Growth and Development)	Not before 12th Oct 2023		Report to the Strategic Director of Growth and Development	Joe Martin, Senior Development Surveyor joe.martin@manchester.gov.uk
Holt Town Neighbourhood Development Framework Procurement of Multi disciplinary team (2023/10/04A) Approval to proceed with	Strategic Director (Growth and Development)	Not before 2nd Nov 2023		Procueemnet Documents	Shelagh McNerney Shelagh.McNerney@manchester.gov.uk

the procurement of a multi disciplinary team to produce an Neighbourhood Development Framework for Holt Town					
<p>Disposal of Land at Lord North Street (2023/10/12A)</p> <p>To agree the disposal of land at Lord North Street on a 250-year leasehold interest to facilitate redevelopment for employment use.</p>	Strategic Director (Growth and Development)	Not before 12th Nov 2023		Delegated Decision Report to Head of Development and Director of Strategic Housing & Development	
<p>Disposal of land at the former Central Retail Park site (2023/11/07A)</p> <p>Approval to the disposal of c5.5 acres of the site.</p>	Executive	17 Jan 2024		Report of the Strategic Director of Growth and Development	David Norbury, Strategic Lead Development City Centre david.norbury@manchester.gov.uk
<p>To enter into a 20 year lease to support the delivery of homeless accommodation (2023/11/08A)</p> <p>To approve the Council entering into a twenty year lease to support the delivery of homeless accommodation.</p>	Strategic Director (Growth and Development)	Not before 7th Dec 2023		Report of the Strategic Director (Growth & Development)	Richard Cohen, Strategic Lead - Development (South and East) richard.cohen@manchester.gov.uk

<p>To enter into a 10 year lease to support the delivery of homeless accommodation. (2023/11/08B)</p> <p>To approve the Council entering into a 10 year lease to support the delivery of homeless accommodation.</p>	<p>Strategic Director (Growth and Development)</p>	<p>Not before 7th Dec 2023</p>		<p>Report of the Strategic Director (Growth & Development)</p>	<p>Richard Cohen, Strategic Lead - Development (South and East) richard.cohen@manchester.gov.uk</p>
<p>Disposal of land at the junction of Moorcroft Road and Sledmoor Road, Brooklands, Wythenshawe (2023/11/14B)</p> <p>Approval of terms for disposal of land to facilitate affordable residential development.</p>	<p>Strategic Director (Growth and Development)</p>	<p>Not before 13th Dec 2023</p>		<p>Report to the Strategic Director of Growth and Development</p>	<p>Jamie Ferguson, Development Surveyor Jamie.ferguson@manchester.gov.uk</p>
<p>Acquisition for Leasehold Investment, Holt Town (2023/11/14C)</p> <p>Approval to the acquisition of a Leasehold Investment for the purposes of Land Assembly re Holt Town NDF</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 12th Dec 2023</p>		<p>Report to the Strategic Director (Growth and Development)</p>	

<p>Licence to Sublet and Consent - Manchester Technology Centre / Hatch, Oxford Road, Manchester (2023/12/18B)</p> <p>To approve a licence to sublet and licence to consent to lease variations to existing lease.</p>	Director of Development	Not before 18th Jan 2024		Briefing note	Sam Stabler, Strategic Lead (Community Safety) samantha.stabler@manchester.gov.uk
<p>Disposal of Land at Dryden Street, Manchester, M13 9NT (2024/01/02A)</p> <p>Approval of terms for disposal of land to facilitate development of Purpose Built Student Accommodation.</p>	Strategic Director (Growth and Development)	Not before 30th Jan 2024		Report to the Strategic Director of Growth and Development	Jamie Ferguson, Development Surveyor Jamie.ferguson@manchester.gov.uk
<p>Long-term leasing of temporary accommodation for homeless households (2024/01/02B)</p> <p>To approve the Council entering into leases of 10 year plus 1 day with TA providers.</p>	Strategic Director (Growth and Development)	Not before 30th Jan 2024		Report of Strategic Director (Growth and Development)	Rob McCartney, Assistant Director of Homelessness rob.mccartney@manchester.gov.uk
<p>Disposal of Long Lease/s</p>	Strategic	Not before		Report and	Louise Hargan, Principal

<p>of land at Iron Street/Coleshill Street, Miles Platting (2024/01/23A)</p> <p>To approve the Council granting a long lease/s to support the delivery of Housing scheme.</p>	<p>Director (Growth and Development)</p>	<p>23rd Feb 2024</p>		<p>recommendations</p>	<p>Development Surveyor louise.hargan@manchester.gov.uk</p>
<p>Replacement of critical Business Application for Planning, Licensing and Building Control (2024/01/30A)</p> <p>To award funding to enable the purchase of a replacement critical line of business application to support the statutory services conducted by the Licensing, Planning and Land Charges departments and will also include replacing the address management system which provides address data to critical front line applications.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Jul 2024</p>		<p>Business Case</p>	<p>Andrew Blore, ICT Strategic Business Partner andrew.blore@manchester.gov.uk</p>
<p>Ancoats Mobility Hub (TC1152) (2024/01/31A)</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 29th Feb 2024</p>		<p>Contract Report & Recommendation</p>	

The appointment of a commercial operator to manage and operate The Mobility Hub under a concession contract.					
Lease Renewal of Licensed Premises Accommodation at Heron House, Manchester (2024/02/15A) Approval to renew Lease Agreement.	Strategic Director (Growth and Development)	Not before 15th Mar 2024		Report to the Strategic Director of Growth and Development	Elliot Hines, Graduate Development Surveyor elliot.hines@manchester.gov.uk
Shared use arrangement for the car parks at the Etihad Campus (2024/02/22A) The approval to enter into shared use arrangements for the car parks at the Etihad Campus.	Strategic Director (Growth and Development)	Not before 21st Mar 2024		Commercially sensitive report to the Strategic Director – Growth & Development	Richard Cohen, Strategic Lead - Development (South and East) richard.cohen@manchester.gov.uk
Neighbourhoods					
Q20516 – Ashton Canal Bridge (2022/11/25B) The works are referred to as: Victoria Northern Eastern Gateway Scheme Phase 3 – Ashton Canal	Strategic Director (Neighbourhoods), Deputy City Treasurer	27 Feb 2023		Confidential Contract Report and Recommendations	Joshua Ward, Procurement Officer joshua.ward@manchester.gov.uk, Nikoo Nikousokhan, Project Manager nikoo.nikousokhan@manchester.gov.uk

Bridge. Scope of Works comprises the construction of a new bridge and access ramps over the Ashton Canal at New Islington					
<p>Q20509 - Victoria Northern Eastern Gateway Phase 2 (2022/11/29A)</p> <p>The appoint a contractor to carry out construction work. The works are to undertake improvement works along the Victoria North / Eastern Walking and Cycling Route, Phase 2 comprises of the following locations Rochdale Road / Thompson Street / Oldham Road, Route Signage and Old Mill Street. The scheme is identified as Victoria North / Eastern Walking and Cycling Scheme Phase 2.</p>	Deputy City Treasurer	Not before 29th Dec 2022		Confidential Contract Report with Recommendations	Joshua Ward, Procurement Officer joshua.ward@manchester.gov.uk
<p>Manchester Cultural Strategy (2023/06/29B)</p> <p>To agree the timetable of a new cultural strategy and the arrangements for the consultation and</p>	Strategic Director (Neighbourhoods)	Not before 28th Jul 2023		Cultural Ambition 2016	Neil MacInnes, Head of Libraries, Galleries, Culture and Youth Services neil.macinnes@manchester.gov.uk

engagement process that involves the public, cultural sector and stakeholders					
<p>TC909- Events Production Framework (2023/07/06B)</p> <p>This framework agreement is for future major outdoor events with suitable suppliers. The framework agreement will be for various events throughout the contract period.</p>	Strategic Director (Neighbourhoods)	Not before 6th Aug 2023		Confidential contract report with recommendations	
<p>TC047 - Framework for the Application of Road Marking Materials & Road Studs to Paved Surfaces (2023/07/26A)</p> <p>The appointment of contractors to the framework for the application of road marking materials and road studs to paved surfaces.</p>	Strategic Director (Neighbourhoods)	Not before 23rd Aug 2023		Report and recommendation	Andrew Thompson, Operations Manager andrew.thompson@manchester.gov.uk
<p>Q20533 - Jackson's Boat Footbridge Phase 3 (2023/10/05A)</p> <p>The appointment of a contractor to undertake</p>	Strategic Director (Neighbourhoods)	Not before 5th Nov 2023		Report and Recommendation	Paul Gee, Highways Contracts Manager paul.gee@manchester.gov.uk

<p>construction/ improvement works for the refurbishment of Jackson's Boat Footbridge.</p>					
<p>TC1111- Highways Maintenance Framework - Network Management (2023/10/17A)</p> <p>The appointment a number of contractors to the Highways Maintenance Framework for</p> <p><i>Lot 1 - Patching defect repairs (small and large defects)</i> <i>Lot 2 - Highway mobile repairs, includes emergencies during typical business hours, out of hours, nights, and statutory holidays</i> <i>Lot 3 - Highway event support- traffic management, business hours and out of hours</i> <i>Lot 4 - Drainage - cyclical Gully cleansing</i> <i>Lot 5 - Drainage - repairs including improvement works, and as required,</i></p>	<p>Deputy City Treasurer</p>	<p>Not before 14th Nov 2023</p>		<p>Report and recommendation</p>	<p>Paul Gee, Highways Contracts Manager paul.gee@manchester.gov.uk</p>

<i>culvert, trash screen and water course clearance.</i>					
Award of contract for the delivery of event services (2023/10/10A) To agree the awarding of contract in relation to event services	City Treasurer (Deputy Chief Executive)	Not before 21st Nov 2023		Part B report as decision will be commercially sensitive	John Rooney, Director of Neighbourhood Delivery john.rooney@manchester.gov.uk
TC671 - Bikeability Cycling Training (2024/02/20A) The appointment of Provider for Manchester City Council, subject to grant funding being made available from Active Travel England (ATE), The purpose of the Grant is to deliver a program to provide Bikeability cycle training for children and young people attending education and training in England exclusively based on the National Standard for cycle training	Strategic Director (Neighbourhoods)	Not before 20th Mar 2024		Report & Recommendation	
Highways					
Highway Investment	City Treasurer	Not before		Checkpoint 4	Paul Swann, Team Leader

<p>Patching Defect Repairs additional funds (2022/10/12A)</p> <p>To approve capital expenditure to undertake further areas of highways patching work, the project helps to improve the condition of our highway</p>	<p>(Deputy Chief Executive)</p>	<p>10th Nov 2022</p>		<p>Business Case</p>	<p>paul.swann@manchester.gov.uk</p>
<p>Q20525 - Active Travel Fund (ATF) City Centre (2023/04/19A)</p> <p>The appointment of a contractor to undertake construction works to improve cycling and walking facilities in Deansgate, Bridgewater Viaduct, Chester Road and Whitworth Street West and facilitate access into the area for businesses and disabled people.</p>	<p>Strategic Director (Neighbourhoods)</p>	<p>Not before 17th May 2023</p>		<p>Report and recommendations</p>	<p>Simon Liversage, Senior Project Manager simon.liversage@manchester.gov.uk</p>
<p>TC103 - Highways Winter Maintenance - Gritting Contract (2023/10/12B)</p> <p>The appointment of a Provider for the provision of stand by and response</p>	<p>Deputy City Treasurer</p>	<p>Not before 12th Nov 2023</p>		<p>Report & Recommendation</p>	

services and equipment, for gritting around the city.					
<p>Integrated Transport Block funding 23/24 (2024/01/09A)</p> <p>Approval for externally funded capital budget increase to improve road safety</p>	Executive	14 Feb 2024		Capital Strategy report	Danny Holden, Head of Programme Management Office daniel.holden@manchester.gov.uk
<p>Manchester Active Travel Strategy - development of Implementation Plan (2024/01/11A)</p> <p>To approve expenditure to develop a pipeline of projects which would help to deliver on the commitments detailed in Manchester Active Travel Strategy and Investment Plan (MATSIP), providing suitable definition and prioritisation to each workstream to allow for bids from external funding sources.</p>	City Treasurer (Deputy Chief Executive)	Not before 11th Feb 2024		Checkpoint documents	Clare Kenyon, Highways Development Specialist clare.kenyon@manchester.gov.uk

3. Economy and Regeneration Scrutiny Work Programme

Tuesday 5 March 2024, 10.00am (Report deadline Thursday 22 February 2024)

Title	Purpose	Executive Member	Strategic Director/Lead Officer	Comments
Work and Skills Strategy 2022-27 Update	To receive an update on the Council's Work and Skills Strategy, which sets out how the Council will use learning and employment to meet the Our Manchester Strategy vision of being a more highly skilled city, and how it will help create a more inclusive and zero-carbon economy in Manchester where more residents are connected to the city's success. To include an update on the development of the MBacc and information on the Shared Prosperity Fund and future funding opportunities. To also include information on Work and Skills interventions in relation to the Oxford Road Corridor.	Cllr Hacking (Skills, Employment and Leisure)	Angela Harrington	See 7 November 2023 minutes
LTE Group update	To receive an update from the LTE Group on its performance and strategy.	Cllr Hacking (Skills, Employment and Leisure)	John Thornhill LTE Group Angela Harrington	
Manchester Adult Education Service (MAES) Update	To receive an update from Manchester Adult Education Service on performance and outcomes.	Cllr Hacking (Skills, Employment and Leisure)	Brian Henry	
Support for Businesses	To receive a report on the support offered by the Manchester Growth Company and the Council to support businesses in Manchester to set up and grow. To include information on the Shared Prosperity Fund and future funding opportunities.	Cllr Hacking (Skills, Employment and Leisure)	Becca Heron Angela Harrington	Invitation to 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.	N/A	Scrutiny Support	
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Items to be scheduled

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Tourist accommodation and short-term lets	To receive a report on tourist accommodation, including short-term lets. To focus on both regulating the use of short-term lets and on what additional supply of accommodation can be put in place as an alternative, including information on who is using short-term lets and what they are looking for in their accommodation.	Councillor White	Becca Heron David Lynch	See 18 July 2023 minutes
Cultural Strategy	To consider the proposed new Cultural Strategy.	Councillor Rahman	Neil Fairlamb Neil MacInnes Sarah Elderkin	June 2024
Local Plan Update	To receive a report on the development progress of the Local Plan. The Manchester Local Plan guides development within Manchester. It was previously known as the Local Development Framework.	Cllr White	Julie Roscoe	June/July 2024 (TBC)
Piccadilly Gardens	To receive an update on the proposed redesign of Piccadilly Gardens.	Cllr Craig (Leader)	Becca Heron Pat Bartoli	To be considered in the 2024/2025 municipal year.
Update on Public Transport	To receive an annual update from TfGM on public transport.	Cllr Craig (Leader) Cllr Rawlins (Environment and Transport)	Pat Bartoli Hayley Fails	Invite TfGM. To be considered in the 2024/2025 municipal year.
Manchester Housing Strategy (2022-2032) - Annual Monitoring Report	To receive an update on this work in the 2024/25 municipal year.	Cllr White (Housing and Development)	Becca Heron David Lynch	To be considered in the 2024/2025 municipal year.

The Council's role as a Good Landlord	To receive a report on the Council's role as a Good Landlord.	Cllr White (Housing and Development)	Becca Heron David Lynch	See minutes from 18 July 2023.
District Centres	To receive an update report in the next municipal year, including a deep dive comparison between a district centre which has a Development Framework and one which is being proactively supported by the Neighbourhood Team.	Cllr White (Housing and Development)	Becca Heron David Lynch	See minutes from 16 October 2023.
Strategic Regeneration Frameworks	To request a further report on the evaluation and monitoring of SRFs.	Cllr White (Housing and Development)	Becca Heron Pat Bartoli David Lynch	See minutes from 16 October 2023.
Fairer Access to Finance	To receive a report on Fairer Access to Finance.	Councillor Midgley (Deputy Leader)	Becca Heron Angela Harrington	See minutes from 16 October 2023.
Manchester Airport	To receive a further report in the 2024/2025 municipal year.	Cllr Craig (Leader)	Becca Heron	See minutes from 5 December 2023.
Strategic Rail Plan	To receive a report on the Strategic Rail Plan.	Cllr Craig (Leader)	Pat Bartoli Andrew Dixon	See minutes from 5 December 2023.
Road Safety Strategy	To receive a report on the Road Safety Strategy.	Councillor Rawlins (Environment and Transport)	Kevin Hicks/Kevin Gillham	See minutes from 9 January 2024.
Highways (Learning from Major Projects)	To receive a report on lessons learnt from major projects.	Councillor Rawlins (Environment and Transport)	Kevin Hicks/Kevin Gillham	See minutes from 9 January 2024.
Pavement Parking	To request a further report at an appropriate time, following a response from the Government or when data is available from the trials, and to invite a representative from GMP to attend this meeting.	Councillor Rawlins (Environment and Transport)	Kevin Hicks/Kevin Gillham	See minutes from 9 January 2024.

City Centre Transport Strategy and Movement Plan	To receive a report on the City Centre Transport Strategy and Movement Plan.	Councillor Rawlins (Environment and Transport)	Becca Heron/Pat Bartoli	See minutes from 6 February 2024.
Building Safety	To receive a report on the legislative changes in building safety requirements in the next municipal year.	Councillor White	Becca Heron	See minutes from 6 February 2024.

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