

ECONOMIC RECOVERY WORKSTREAM

Purpose: Sub-workstream of the COVID-19 Recovery Coordination Group. Responsible for overall coordination of the economic response and production of a Dynamic Manchester Economic Recovery Plan with appropriate reporting and management.

SRO: Pat Bartoli (with support from Strategic Director for Development to enable continuity and succession planning);

Lead support: Richard Elliott. **Workstream Members:** Pat Bartoli, Angela Harrington, David Houliston.

Objectives

Development of a Dynamic Manchester Economic Recovery Plan and local interventions to support the recovery and rebuilding of the economy.

Ensure effective evidence based casemaking to support Manchester's economic recovery through GMCA and Core Cities and directly with Government.

Attracting new funding to further the city's economic ambitions including; business survival, residential & commercial development, affordable housing zero carbon, future growth & infrastructure.

Expected Outcomes

Managed opening up of the city's economy to enable businesses to survive & those with the potential to grow are supported to thrive.

Enabling high quality developments and investments to progress.

Creating the longer term conditions for a more zero carbon, resilient, inclusive and liveable city, including addressing skills, infrastructure & transport challenges.

Sectoral Impacts (see sub-structure below)	Development	Affordable Housing	Transport & Infrastructure	Skills, Labour Market & Business Support	External Funding to support recovery	Strategy & economic narrative review	External influence/ lobbying
Lead: Pat Bartoli Members: Ruth Ashworth, Hilary Sayers, Mike Cunliffe	Lead: Pat Bartoli Members: David Lord, Ian Slater, Hilary Sayers, Liam Crichlow	Lead: Kevin Lowry Members: Steve Sheen, Hilary Sayers, Ian Slater, Dave Lord, Marie Hodgson	Lead: Richard Elliott Members: Kevin Gillham, Gill Christmas, Hilary Sayers, Stephanie Dick, Rob Scott, Alex Cropper TfGM	Lead: Angela Harrington Members: Mike Cunliffe, Sherelle Fairweather, Peter Norris, Ryan Tracey, Elaine Morrison, Elizabeth Mitchell, Karen Andrews	Lead: Mark Duncan/Finance Members: Elizabeth Baker, Adrian Slatcher	Lead: David Houliston Members: Elizabeth Mitchell, Lisa Turner, Ruth Ashworth	Lead: Joanne Roney/Eddie Smith Members: David Houliston, Elizabeth Mitchell

Cross Cutting Workstream - Economic Intelligence

Lead: Nick Cole/Paul Holme **Workstream Members:** Liam Crichlow, Persephone Galanis, Adam Merchant, Elisa Bullen, Tim Robinson

SECTORAL IMPACTS SUB-WORKSTREAM STRUCTURE

Lead: Pat Bartoli

KEY MANCHESTER SECTORS FOR INITIAL FOCUS

Aviation	Financial & Prof. Services	Public Transport
Advanced Material & Manufacturing	Health & Social Care	Retail (offline & online)
Construction	Hospitality	Retail (district centres)
Arts, Culture & Sport	Low Carbon/Clean Growth	Tech, Creative, Media & Telecoms
Education/HEIs	Life Sciences/Health Innovation	Tourism/Visitor Economy

KEY ISSUES TO COVER / LINES OF ENQUIRY

- Review impact on development & construction sector
- Identify projects to support recovery and support measures to allow them to move forward quickly.
- Develop short, medium & long-term measures within and across the sector
- Identify issues to feed into lobbying workstream

APRIL - JUNE 2020 PRIORITIES

- Identify key ready to go projects which can support recovery (April/May)
- Understand current impact through intelligence gathering. (April/May)
- Assess sources and levels of investment, and any obstacles (access to debt).
- Seek financial and other support needed to enable early start of key projects (e.g. through Core Cities & other lobbying).
- Understand supply chain issues and identify appropriate support measures.
- Develop guidance/share good practice for safe operation of sites. (Could include extended site openings where appropriate)
- Expedite design & planning phases of projects.

JUNE 2020 - MARCH 2021

- Understand progress made and any obstacles.
- Understand impact of a potential second lockdown and develop support.
- Identify longer term support needed - e.g. stimulation measures, finance guarantees, further support for GM Investment Funds to enable further development - & feed intelligence into lobbying workstream.
- Identify longer term project pipeline.

BEYOND APRIL 2021

- Understand progress, obstacles and ongoing impact.
- Identify future measures needed.
- Explore opportunities for innovation to improve productivity & outcomes

TEMPLATE: SECTORAL IMPACTS

PAT BARTOLI

KEY ISSUES TO COVER / LINES OF ENQUIRY

- Review impact on individual sectors
- Develop short, medium & long-term measures within and across sectors
- Identify issues to feed into lobbying workstream

APRIL - JUNE 2020 PRIORITIES

- Understand current impact through intelligence gathering and sector-based discussions and working with umbrella/representative organisations. (April/May)
- Understand different level of impacts on different sectors.
- Use industry recognised intelligence sources to identify immediate measures.
- Develop safe opening guidance and toolkit and safety materials.
- Signposting to available support.
- Understand skills shortages and potential for skills matching, feeding into skills & labour market workstream.

JUNE 2020 - MARCH 2021

- Identify effectiveness of initial measures.
- Understand ongoing impact on businesses not able to open until later stages.
- Feed through to skills & labour market workstream to identify job matching opportunities for people made redundant from other sectors.
- Identify longer term support needed & feed intelligence into lobbying workstream - e.g. specific support packages for sectors remaining closed.
- Understand & support areas of opportunity for sectors - e.g. biomedicine, digital & cyber, manufacturing, green technologies.

BEYOND APRIL 2021

- Understand effectiveness of measures to date and ongoing impact.
- Identify future measures needed.

TEMPLATE: AFFORDABLE HOUSING

KEVIN LOWRY

KEY ISSUES TO COVER / LINES OF ENQUIRY

- Review impact on individual delivery agencies and sectors
- Develop short, medium & long-term measures within and across delivery agents
- Identify issues to feed into partener and bidding workstream
- Identify and address barriers to delivery

APRIL - JUNE 2020 PRIORITIES

- Identify key ready to go projects which can support recovery (May/June)
- Understand current impact through intelligence gathering. (May/June)
- Assess sources and levels of investment, and any obstacles
- Seek financial and other support needed to enable early start of key projects (e.g. through Core Cities & other lobbying).
- Understand supply chain issues and identify appropriate support measures.
- Develop guidance/share good practice for safe operation of sites. (Could include extended site openings where appropriate)
- Expedite initiation phases of projects.

JUNE 2020 - MARCH 2021

- Develop and establish MCC's Local Delivery vehicle
- Understand progress made on live projects and address any obstacles.
- Understand impact of a potential second lockdown and develop support.
- Identify longer term support needed - e.g. stimulation measures, finance guarantees, or further support for GM Investment Funds to enable further development - & feed intelligence into lobbying workstream.
- Identify longer term project pipeline.

BEYOND APRIL 2021

- Establish reliable anual supply through LDV and RP's
- Understand progress, obstacles and ongoing impact.
- Identify future measures needed.
- Explore opportunities for innovation to improve productivity & outcomes

TEMPLATE: TRANSPORT & INFRASTRUCTURE

RICHARD ELLIOTT

KEY ISSUES TO COVER / LINES OF ENQUIRY

- Development of a comms plan with TfGM to instill confidence and promote safe use of public transport and support economic recovery
- Monitor and understand trends in transport use as the city recovers.
- Put in place public realm and other measures that contribute to supporting a phased and safe return to work
- Develop a transport plan jointly with TfGM that supports the city's economic recovery

APRIL - JUNE 2020 PRIORITIES

- Continue with highway works that can be undertaken during lockdown
- Identify interventions that support social distancing and procure necessary equipment to facilitate this.
- Work with TfGM to agree a broad plan to support gradual opening up of the city. focus on active travel and safe use of public transport
- Identify opportunities to pilot new ideas
- Agree priorities for and Identify key "shovel ready" infrastructure projects (transport/digital etc) that could be commenced to provide economic stimulus.

JUNE 2020 - MARCH 2021

- Comms to give people confidence that there is an overall transport plan that enables people to return to work safely
- Implement measures developed during phase 1
- Continue to monitor demand and make any necessary adjustments to support continued recovery
- Carry out further development work on longer term projects and make the case for their delivery as part of longer term recovery
- Identify any support the airport may need as the aviation sector begins to recover.
- Publish revised City Centre Transport Strategy (CCTS) and Clean Air Plan for consultation.
- Continued lobbying for more investment.

BEYOND APRIL 2021

- Continue to monitor demand and to understand long term impacts
- Finalise and implement CCTS and Clean Air Plan.
- Deliver key infrastructure projects that support the city's recovery

TEMPLATE: SKILLS, LABOUR MARKET & BUSINESS SUPPORT

ANGELA HARRINGTON

KEY ISSUES TO COVER / LINES OF ENQUIRY

- Review impact of Covid-19 on levels of unemployment and economic activity in the City;
- Develop short & longer term interventions to (re)connect Manchester residents with employment opportunities
- Ensure Manchester businesses benefit from Government, regional & local support to enhance viability

APRIL - JUNE 2020 PRIORITIES

- Maximise the no of Manchester businesses benefitting from SBRR & grant schemes incl those in shared spaces;
- Promote GM employ to residents who lose their jobs during this time;
- Work with GMCA & Core Cities to design skills & labour market interventions;
- Work with post-16 providers to manage transition and reduce the impact of Covid on NEET;
- Maintain the focus on social value from strategic MCC funded projects & supporting robust supply chains.

JULY 2020 - MARCH 2021

- Active comms to businesses & residents through networks, social media etc to support the safe return to work;
- Clear priorities for skills investment in the City needed by residents & businesses to connect to employment opportunities (sector based);
- TMC & MAES & other AEB providers are supported to deliver & flex learning to support residents who are out of work;
- Implementation /scale up of labour market interventions for those furthest from the labour market & young unemployed;
- Support new businesses & connect Manchester businesses with support, financing & investment opportunities
- Maximise social value opportunities with anchor institutions to "build back better"

BEYOND APRIL 2021

- Evaluate the impact of measures to date & maintain investment in those that are effective;
- Implementation of the City's Digital Strategy;
- Focus on North Manchester opportunities & Airport City for residents & businesses
- Strengthen business networks
- Progress Living Wage Place initiative.

TEMPLATE: EXTERNAL FUNDING TO SUPPORT RECOVERY

MARK DUNCAN

KEY ISSUES TO COVER / LINES OF ENQUIRY

- Continue existing bids
- Define priority areas for external funding work stream based on Covid recovery workstreams, priorities and intelligence
- Research and consider known bidding opps including identifying adequate resources to respond effectively (internal & external)
- Work with GMCA, Core Cities & Govt to shape future funding calls and opps e.g. UKSPF / a new Cities Fund / Future European

APRIL - JUNE 2020 PRIORITIES

- Continue to work to secure approvals for existing bids (April 2020 briefing)
- Share funding April 2020 funding opps briefing, take feedback and use to establish agreed priorities for external funding bids through this Workstream inc. pipeline projects in need of funding
- Agree key roles and responsibilities and leads within wider workstreams inc. collaboration and information sharing on opportunities across the workstreams to understand their work, co-dependencies and avoid any duplication

JUNE 2020 - MARCH 2021

- Regular funding briefings focussed on our agreed priorities and project pipeline
- Creation of joint teams as needed to make bids and establish project systems for effective delivery of bids and projects
- Agreed strategy for GMCA and UK Government lobbying & joint working with Core Cities on future UK grant funding programmes
- Work with GMCA, Core Cities & Eurocities on post 2020 European programmes and future UK relationship with these programmes.
- Utilise wider partnerships to develop opportunities including the Climate Change Partnership, Corridor Manchester etc

BEYOND APRIL 2021

- Maintain our national and international networks and partnerships
- Assess outcomes of post-Brexit transition and future relationship between UK and EU
- Access post-Brexit funding opps within UK and European context subject to the post-Brexit relationship with the EC / EU

TEMPLATE: STRATEGY & ECONOMIC NARRATIVE REVIEW

DAVID HOULISTON

KEY ISSUES TO COVER / LINES OF ENQUIRY

- Reset the city's economic narrative to reflect the recovery from COVID-19
- Maintaining existing inclusive economy and zero carbon ambitions
- Focus on addressing inequality including quality of jobs and pay for foundational/key workers

APRIL - JUNE 2020 PRIORITIES

- Undertake a short review of existing Strategies to inform the Economic Recovery Plan
- Strategies to be reviewed include the Our Manchester Industrial Strategy; Family Poverty Strategy; Work and Skills Strategy; Residential Growth Strategy; and City Centre Strategic Plan
- Work with GM to ensure that the core of the conurbation & the Airport are central to the GM Economic Recovery plan
- Shape the Core Cities resilience and recovery narrative to ensure that it reflects Manchester's priorities

JUNE 2020 - MARCH 2021

- Input to the Our Manchester Strategy reset to ensure that the city's economic narrative reflects the economic recovery work with input from sector representatives
- Start the reset of the Manchester Work and Skills Strategy
- Develop the Manchester Digital Strategy
- Start the reset of the Manchester Family Poverty Strategy
- Input into GM led strategies such as the GMS refresh and the Internationalisation Strategy

BEYOND APRIL 2021

- Implementation of new strategies to ensure that the recovery is as inclusive as possible

TEMPLATE: EXTERNAL INFLUENCE & LOBBYING

**JOANNE RONEY/ LOUISE
WYMAN**

KEY ISSUES TO COVER / LINES OF ENQUIRY

- Ensure that Manchester's economic priorities drive the work of GM and Core Cities, including influencing Government
- Utilise the roles of senior elected members and officers within the Council and senior stakeholders from across the city.
- Ensure that the narrative, policy asks and interventions are coordinated and consistent.

APRIL - JUNE 2020 PRIORITIES

- Input into the GM Economic Resilience Group & other sectoral groups including the nighttime economy group
- Work with Core Cities on the economic resilience and recovery work via Cabinet, Chief Execs & PAG
- Push for a 'Cities Fund' which recognises the challenges at the core of the conurbation
- Leverage the Manchester's role on the Local Economic Recovery Group to feed in Manchester's evidence, ideas & lobby for interventions to support the economic recovery.

JUNE 2020 - MARCH 2021

- Use the Economic Recovery Plan as the evidence base to lobby for investment and support for the city's recovery
- Work with Core Cities to develop a cities offer to Government which summarises the collective impact of Economic Recovery Plans and catalytics/stimulus projects
- Input into the Core Cities commissioned OECD work to refresh their recent report.

BEYOND APRIL 2021

- TBC

KEY ISSUES TO COVER / LINES OF ENQUIRY

- Provide analysis and intelligence to support: Sectoral Impacts, Development, Affordable Housing, Transport and Skills, Labour Market & Business Support workstreams
- Monitor and analyse the impact on the city's residential and commercial property markets including work to inform future strategies and investment planning to facilitate economic regeneration, and the recovery of the employment and business base
- Commission a representative survey of businesses across all sectors in Manchester on the impact of Covid-19 and the prospects for / activities that are required to facilitate growth
- Understanding the resident population in relation to Economic Recovery

APRIL - JUNE 2020 PRIORITIES

Establish Analytic Partnerships/Sources

- List sources of information and gaps that may need to be filled

Population - Manchester Forecasting Model

- Update the MFM with forward forecast, but with scenario range based on different assumptions

Residential

- Analyse effects on the housing market
- Monitor status of residential development sites & forecast delivery
- Provide an evidence base to support a new Local Delivery Vehicle for housing
- Work with partners to identify sites suitable for government support
- SHLAA Consultation & Local Plan

Commercial

- Analyse effects on the commercial property market
- Monitor the status of commercial development sites & forecast delivery
- Appraise future business rates growth at the Airport & Corridor EZs

Skills and Jobs

- Review of resident skill base (existing sources) and analysis against sectors at risk analysis
- NEET Post-16 analysis

JUNE 2020 - MARCH 2021

Business Survey

- Commission & undertake survey including evaluation / impact of government interventions (in place & planned)

Residential

- Analyse the impacts on the lettings market - listings, rents, students, short term lets & co-living (working with partners)
- Analyse the impacts on the sales market - volumes, prices, Help to Buy & the drivers of change (incl lending market)
- Develop affordable pipeline monitoring activity (LDV)
- Continue to support production of refreshed Local Plan
- Refresh Council Tax forecasting modelling
- Market sentiment engagement (property consultants & high st agents)

Commercial

- Work to understand the demand for Grade A office space
- Analyse the impacts on sectors - hotels, retail, science & R&D
- Refresh business rates forecasting modelling

Business Grants Support

- Business Rate Support Grant Analysis

Develop Monitoring and Evaluation Framework

- Develop a high level M&E framework proposition that support aspirations of each of the workstreams, including options for how the M&E might be delivered