

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

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

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

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

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

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

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

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

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

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