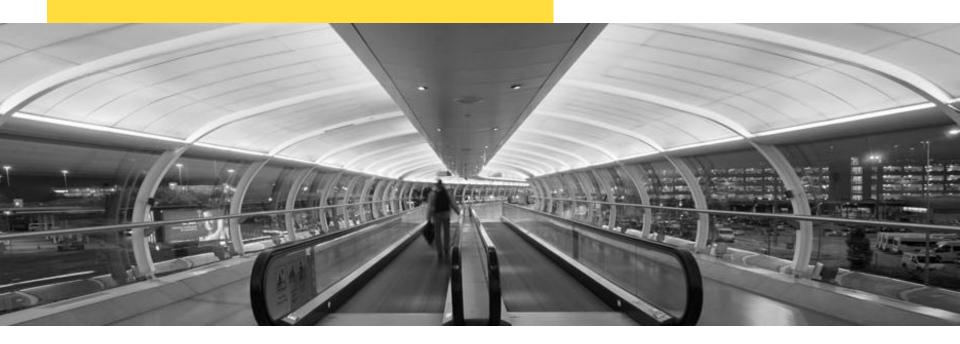
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The Manchester Case

MIKE EMMERICH, CHIEF EXECUTIVE

## **Today**

- Manchester & Torino a common story
- The Transformation
- Governance & Leadership
- The Manchester Independent Economic Review
- The Greater Manchester Strategy
- What's next: Challenges & Opportunities



# Why Manchester and Torino have a common story: From Growth to Decline and Renewal



### Manchester in the 70s and 80s. Some facts

- Between 1973 and 1993, one in six jobs in Greater Manchester was lost (190,000 net jobs)
  - Manufacturing employment collapsed by more than half (280,000 net jobs lost)
  - Private sector services also shrank, falling by 35,000 (7%)
  - Offset by rise in public sector services. Up 125,000 (78%)
- Unemployment rocketed, particularly in the early 1980s
  - Unemployment rose from 67,100 in 1979 to peak of 186,400 in 1982
  - Manchester went from having same unemployment rate as national average (5.7%) to one almost 2 percentage points higher (15.2% c.f. 13.4%)
- And the population entered a seemingly terminal decline
  - Population of Manchester fell from 2.7m in 1971 to 2.5m in 1991, an 8% fall. The population of the once densely populated conurbation core fell by over 25%





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Post war regeneration



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## **The Transformation**





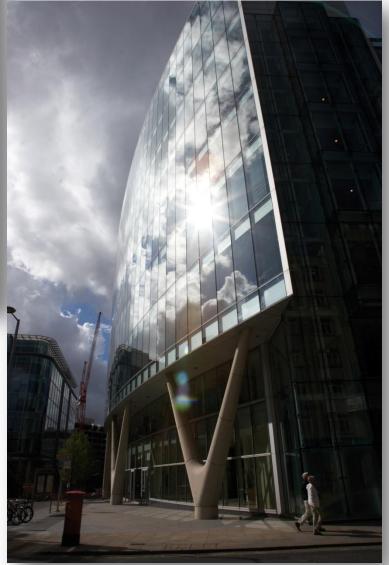
### **MEDIACITY**



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SPINNINGFIELDS



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NOMA





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## **Track Record of Delivery**



1980s-1990s Salford Quays regeneration (£280m)



1980s-1990s Castlefield regeneration (£40m)

1992-2013 & beyond Metrolink (£820m)



1992-1997 City Challenge /Hulme & Moss SideRegeneration (£437.5m)

#### 1996-2002 Construction of Urbis /Football Museum (£31m)



1997-2010 Spinningfields redevelopment(£1.5bn)



1999-2002 Wythingshaw Town Centr regeneration (£126m)



2002 Commonwealth games (£300m)



2002 Piccadilly rail station improvements (£100m)

2002-2008 Housing Market Renewal

Extension to Manchester

Art Gallery (£35m)



2010-2012 Chapel Street redevelopment (£10.8m)

#### 1990-1996 Construction of Bridgewater Hall

(£42m)



1993 First Rail Link to Aiport (£20m)

1993 Trafford Park Eurotermanal (£11m)

1993 Completion of M60 (£270m)

#### 1997-1999

Post-IRA bomb re-build (£20m)

1997-2001 Second Airport Runway & Airport expansion (£172m)



1996-1999 The Lowry (£106m)

2000-2010 New East Manchester (£92.8m)



2000-2010 Greengate (£450m)

#### 2006-2009

Building Schools for the Future Programme (£462m)

2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013

2007-2011

MediaCityUK (£650m)

2010 A34 Bypass (£52m)



2012-2030 Airport City (£650m)

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## Key ingredients to Manchester's success

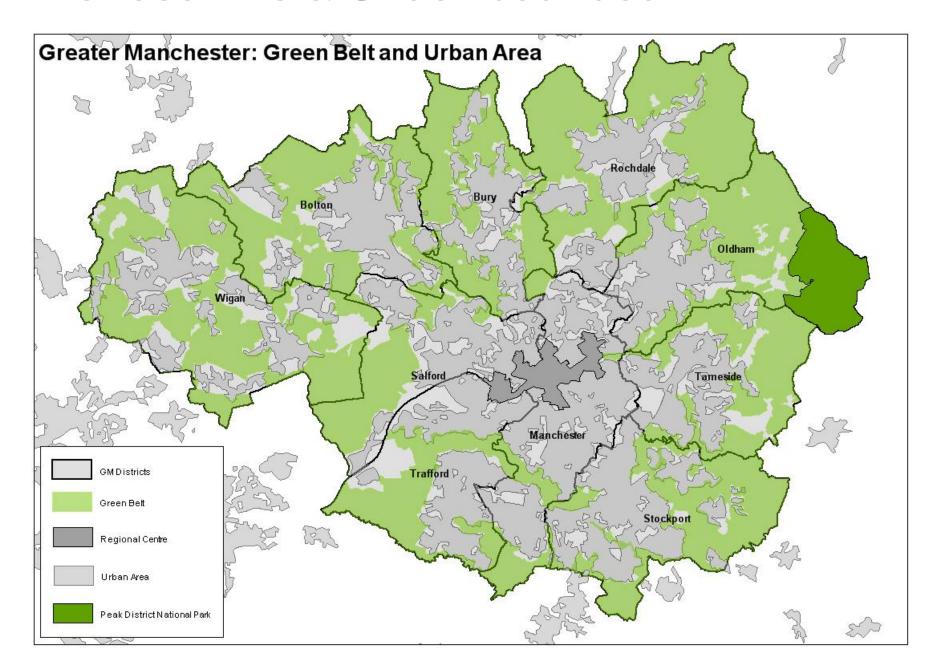
- 1) Good Governance and Strong Leadership
- 2) Sound evidential base: Manchester Independent Economic Review
- 3) Clear strategic direction: Greater Manchester Strategy



## **Governance & Leadership**



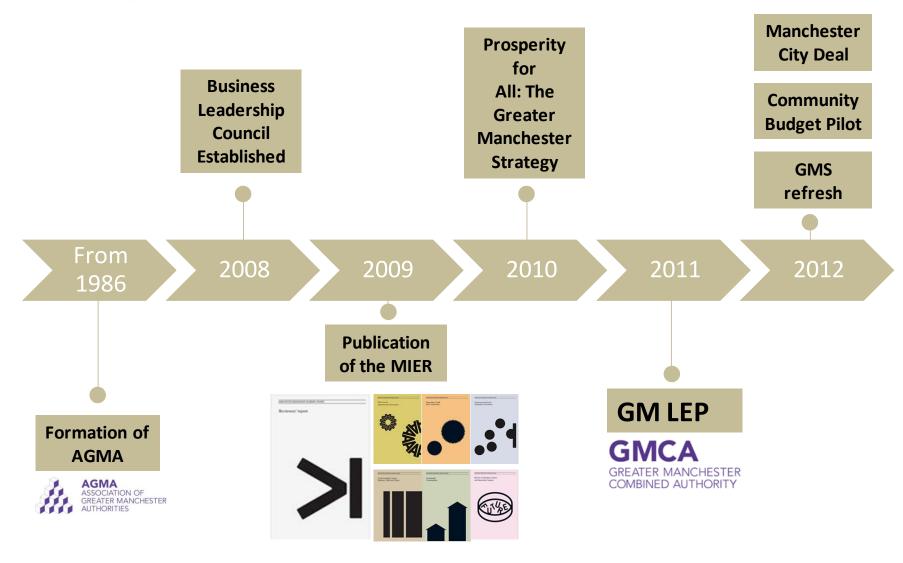
### Monocentric & Under-bounded



## History of collaboration

new

economy



### **Governance 2013**

#### Senior Private Sector Groups

#### LEP

Local Enterprise Partnership (including University representation

BLC Business

Leadership Council

Senior Elected Member Groups

GM Combined Authority

AGMA Exec Board

## Wider Leadership Team

(senior executive group)
(10 Local Authority Chief Executives, New Economy CEO + Health, Police Service and Fire and Rescue)

- New Economy responsible for strategic economic development, analysis and strategy, including science, technology and innovation strategy
- · Greater Manchester Business Growth Company responsible for business support
- Marketing Manchester responsible for marketing and tourism
- MIDAS responsible for inward investment and trade



### The Greater Manchester Model

- Voluntary cooperation
- Ever closer union: GMCA
  - Statutory metropolitan governance
  - Ten LAs as members, represented by leaders/mayors
  - Small/light touch
- Distributed leadership model political and executive
- Local Authorities have primacy no overarching body



| Greater Manchester Leaders and Chief Executives |                        |   |
|---|------------------------|---|
| Council   | Leader                 | Chief Executive (lead responsibility shown in brackets)                                   |
| Bolton  | Cllr Cliff Morris      | Sean Harriss (Chair of BMG and GM lead on Community Budgets)                              |
| Bury  | Cllr Mike Connolly     | Mike Kelly (Children and support to BMG)  |
| Manchester                                      | Cllr Sir Richard Leese | Sir Howard Bernstein (Chair of WLT, Lead Officer for GMS, Communications, Clerk to TfGMC) |
| Oldham  | Cllr Jim McMahon       | TBC (Environment, GM Waste Disposal Authority)  |
| Rochdale  | Cllr Colin Lambert     | Roger Ellis (Planning and Housing)  |
| Salford   | Mayor lan Stewart      | TBC (Economy, post-16 skills, GM Police Authority)  |
| Stockport                                       | Cllr Sue Derbyshire    | Eamonn Boylan (Investment Strategy)   |
| Tameside  | Cllr Kieran Quinn      | Steven Pleasant (Resilience Planning and External Relations)                              |
| Trafford  | Clir Matt Colledge     | Theresa Grant (Improvement and Efficiency)  |
| Wigan   | Cllr Lord Peter Smith  | Donna Hall (Health, Secretary to the GMCA/AGMA and TfGM and GM Fire Authority)            |



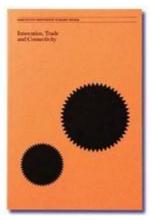
## The Manchester Independent Economic Review (MIER)



## Manchester Independent Economic Review (MIER)



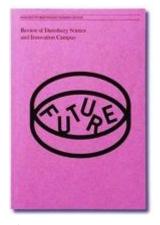
The Case for Agglomeration



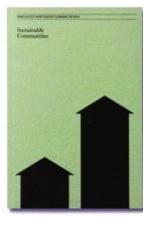
Innovation, Trade & Connectivity



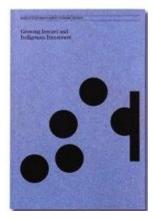
Labour Markets, Skills & Talent



Daresbury Campus Review



Sustainable Communities



Inward & Indigenous
Investment



## Manchester Independent Economic Review (MIER)

- A fresh economic narrative that has informed and raised the level of debate regarding the economic future of Greater Manchester within the economic development community
- A shared evidence base that is used to underpin policy choices regarding future priorities for strategic investment
- An accessible and updateable evidence base at a more detailed level than has previously been achieved in order to support policymakers
- A shared view of the future development of Greater Manchester's economy including the longer-term drivers of change



## Manchester Independent Economic Review (MIER)

"Outside London, Manchester City Region is the city region which, given its scale and potential for improving productivity, is best placed to take advantage of the benefits of agglomeration and increase its growth" – MIER



### How did Manchester use MIER?

- Transport Innovation Fund bid and the congestion charge referendum
- New investment model: grants to loans; geography to economics; and single assessment framework
- Enterprise zone



## The Greater Manchester Strategy



### **Our Ambition for Manchester**

By 2020, the Manchester city region will have pioneered a new model for sustainable economic growth based around a more connected, talented and greener city region where all our residents are able to contribute to and benefit from sustained prosperity.



## The Greater Manchester Strategy

- Originally produced in 2009 and refreshed in 2013
- Sets the vision for Greater Manchester
- Aligns the efforts of GM partners behind a series of focused strategic priorities
- A strategic framework for policy-making at GM and local level
- A "pitch" to government, setting out our ambitions for the city-region

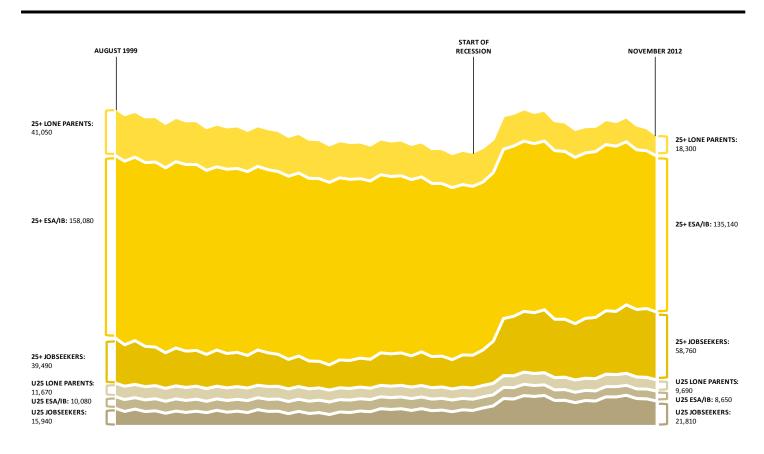


## What are the challenges and opportunities for Manchester?



## The legacy of restructuring is still with us

SOURCE: DWP, 2013





### **Growth and Reform**

- To ensure that we create the conditions for growth by repositioning GM within changing global markets as a place in which to invest, do business, live and visit
- To reduce the costs of past failure by reducing dependency, improving employment & skills
   higher labour market productivity

Strategic priorities developed around the twin pillars of growth and reform



## City of Science and innovation





## Innovative place based solutions

- City Deal (2012): Earnback; skills funding; investment framework
- Public Service Reform: costed proposals to reduce funding based on negotiation with government
- Enterprise zone and redistribution of proceeds



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**THANK YOU**