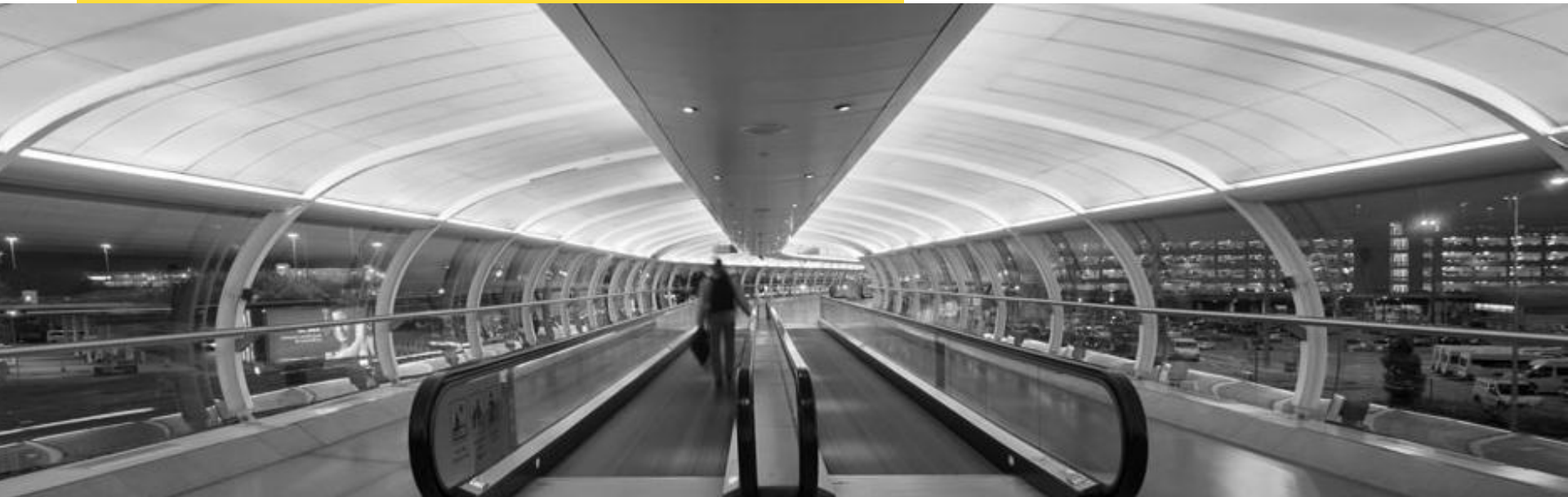


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The Manchester Case

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%



The Victorian Legacy



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Post war regeneration



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The Transformation



MEDIACITY

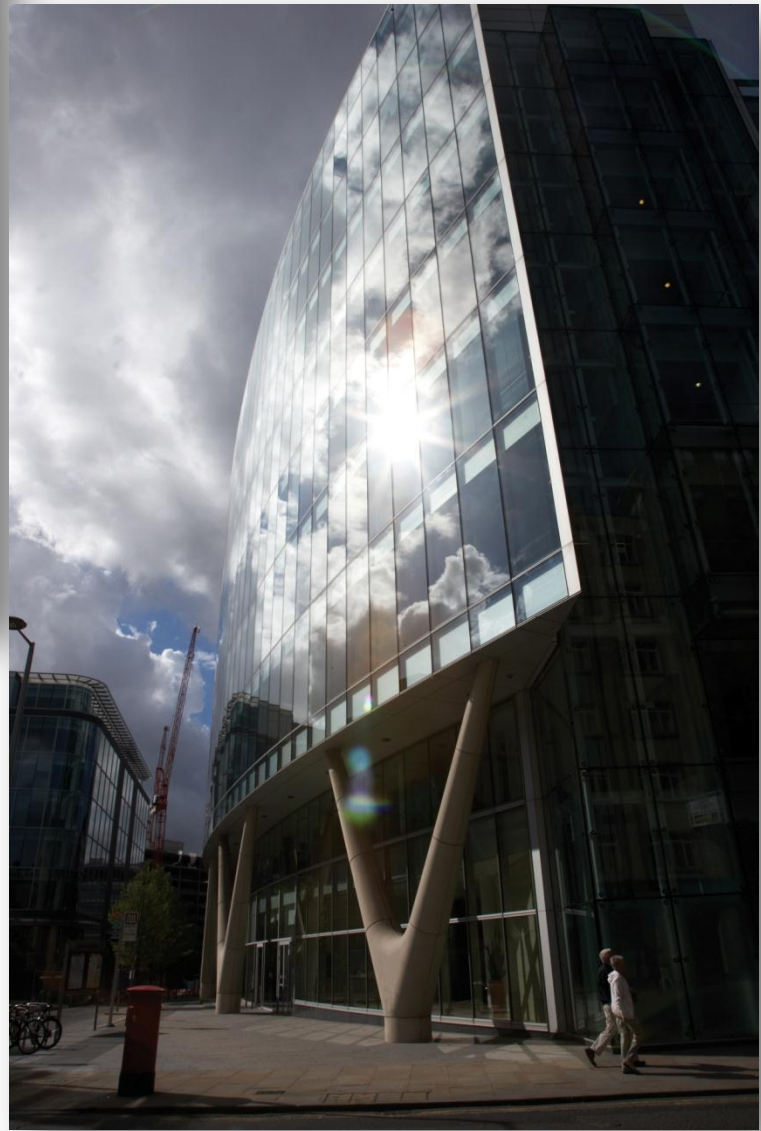


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SPINNINGFIELDS





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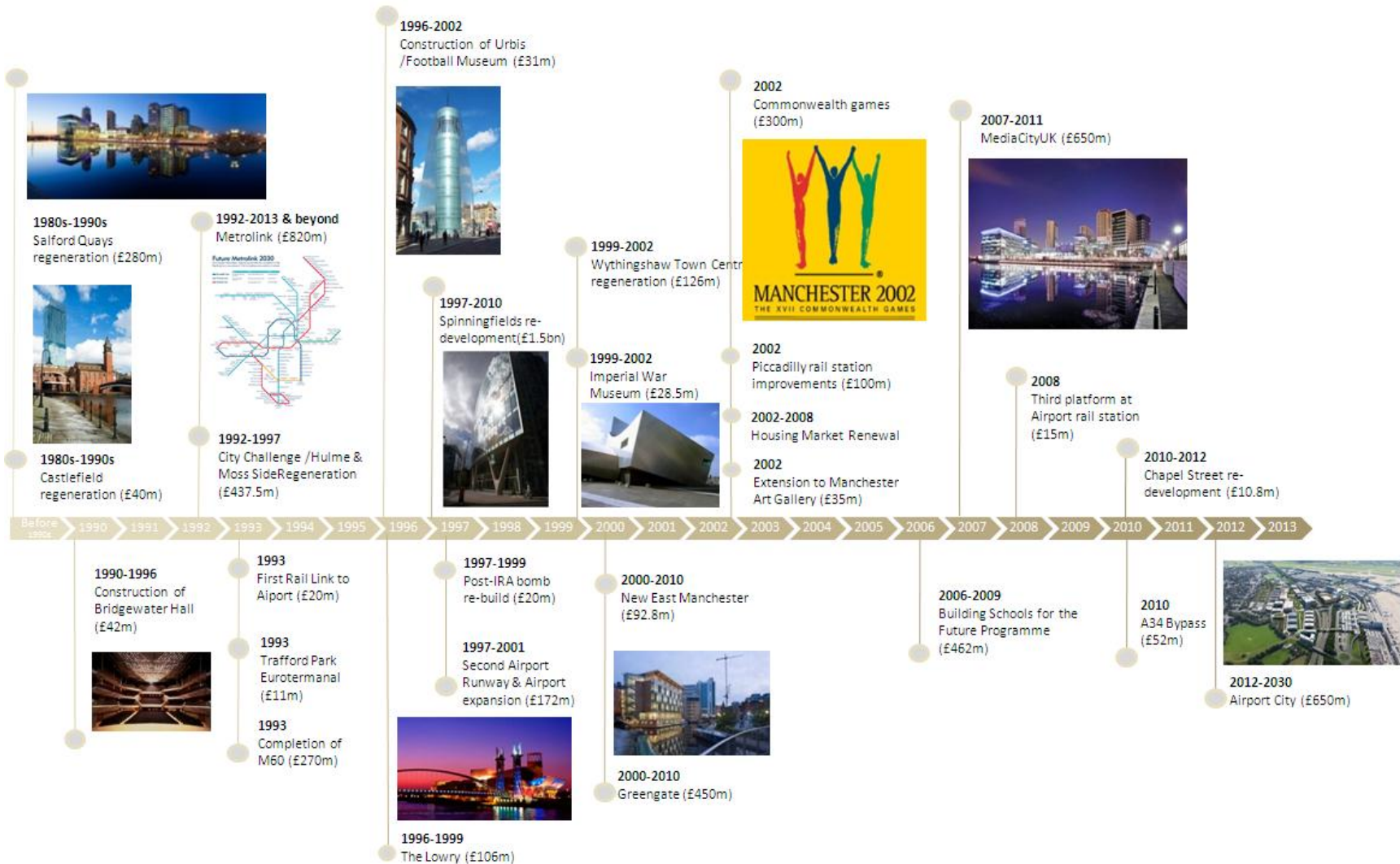
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ST PETER'S SQUARE



Track Record of Delivery



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



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Governance 2013



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

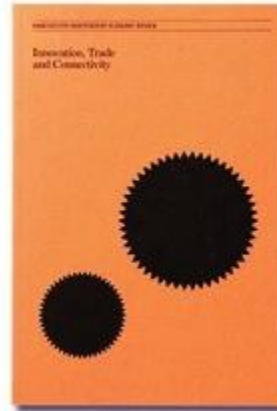
Greater Manchester Leaders and Chief Executives		
Council	Leader	Chief Executive (lead responsibility shown in brackets)
Bolton	Cllr Cliff Morris	Sean Harriss (Chair of BMG and GM lead on Community Budgets)
Bury	Cllr Mike Connolly	Mike Kelly (Children and support to BMG)
Manchester	Cllr Sir Richard Leese	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 Ian 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	Cllr 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)



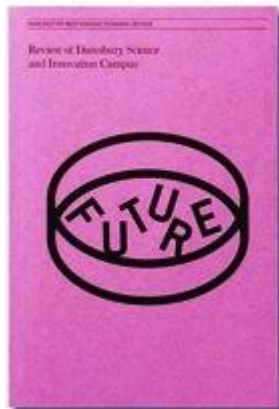
The Case for Agglomeration



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.

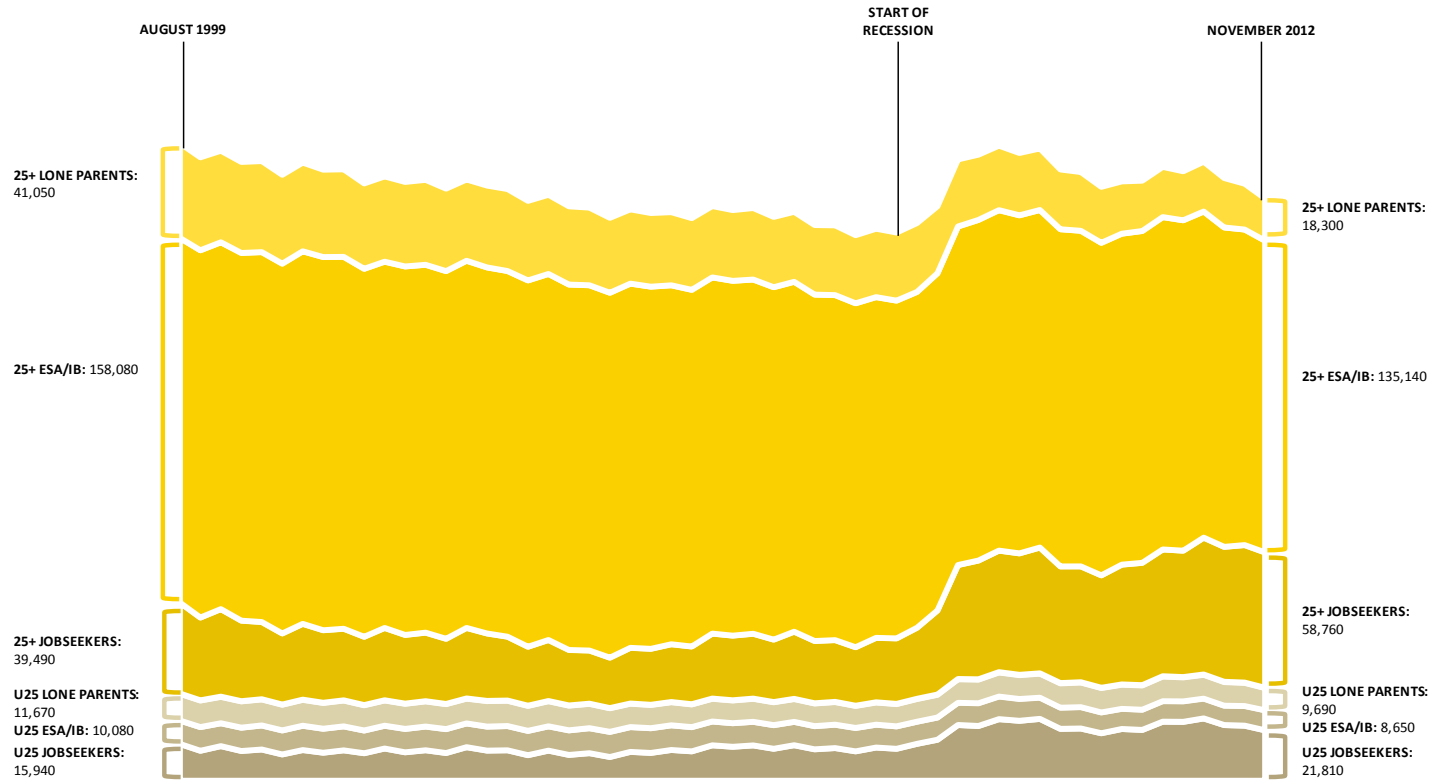
The Greater Manchester Strategy

- 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



View from Booth Street East

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