

# Chapter 1: Overview and summary

## The Our Manchester Strategy

In 2015, people were asked what their dream Manchester would be like, to help shape the Manchester Strategy 2016–25 and to let us know what makes the city a place where people want to live, work, play and do business. The consultation, which reached tens of thousands, gave the clearest picture yet of what matters to people, and conveyed to us that Manchester should aim to be:

- Thriving – creating great jobs and healthy businesses
- Filled with talent – both home-grown talent and attracting the best in the world
- Fair – with equal chances for all to unlock their potential
- A great place to live – with lots of things to do
- Buzzing with connections – including world-class transport and broadband.

The Our Manchester Strategy was the culmination of this process. It was formally adopted by the Council in January 2016 and was launched in March 2016, setting out our long-term vision for Manchester's future and providing a framework for action by us and our partners across the city. The overarching vision is for Manchester to be in the top flight of world-class cities by 2025:

- With a competitive, dynamic and sustainable economy that draws on our distinctive strengths in science, advanced manufacturing, culture, creative and digital business, cultivating and encouraging new ideas
- With highly skilled, enterprising and industrious people
- A city connected internationally and within the UK
- A city that plays its full part in limiting the impacts of climate change
- A city where residents from all backgrounds feel safe, can aspire, succeed and live well
- A clean, attractive, culturally rich, outward-looking and welcoming city.

## Our way of doing things

The Our Manchester Strategy fleshed out this vision into 64 priorities. These are known as the 64 'we-wills', which Manchester's people and organisations (not just the Council) have agreed to work towards together. Delivery of these we-wills is dependent upon people and organisations across the city coming together so that their collective knowledge, skills and effort can be harnessed. To facilitate this, the four basic principles of Our Manchester identify ways to change what we do and how we do it, so we can all play our part in delivering the Our Manchester Strategy.

These four Our Manchester principles are:

- Better lives – it's about people
- Listening – we listen, learn and respond
- Recognising strengths of individuals and communities – we start from strengths
- Working together – we build relationships and create conversations.

Working well by using these basic principles takes a certain kind of person behaving in certain ways. Organisations working for Manchester have joined a conversation about which 'behaviours' would best make them into the people needed to deliver Our Manchester. Four of the top responses have been:

- We work together and trust each other
- We're proud and passionate about Manchester
- We take time to listen and understand
- We 'own it' and we're not afraid to try new things.



## Our collective progress

The 64 we-wills sit under one of the five key themes in the Our Manchester Strategy, along with measures of success that are intended to monitor progress in achieving the aims and objectives of the document. These five themes are:

- A thriving and sustainable city
- A highly skilled city
- A progressive and equitable city
- A liveable and low-carbon city
- A connected city.

Every year we will show our collective progress towards these goals through the State of the City Report, which is organised according to the five themes. This year's Report represents the third year of analysis of our progress against the Our Manchester Strategy.

The Intelligence Hub is an interactive tool which supplements the State of the City Report, providing ward-level information about Manchester across the five themes of the Our Manchester Strategy.

## A thriving and sustainable city

One of the key factors in Manchester's overall success and resilience has been the development of a stable economy; this is essential for the creation of the jobs that the city needs, driving investment and enabling the city to grow. In recent years, the city has seen major investment, resulting in a boost to jobs and opportunities. It is imperative that we meet the challenge of ensuring that these opportunities benefit the city's residents to ensure a good quality of life. In addition to this, a key future challenge will be the transition to a more sustainable zero-carbon city.

Manchester has seen unprecedented population growth over the past two decades, with growth concentrated in the city centre and surrounding wards. Owing to inward migration, an increasing number of children are accessing primary education across the city, and the demand for secondary school places has also increased significantly over the past five years. Manchester continues to be a diverse community, welcoming people into the city from across the world, including the large number of international students now living in the city.

Manchester's economy continues to grow at a faster rate than the UK as a whole. Total employment has continued to rise, with the largest number of employees being employed in the financial, professional and scientific sectors as the city continues to diversify its economy towards the knowledge-intensive sectors. However, there remains a significant gap between resident and workplace wages, which presents a challenge for achieving inclusive growth. We aim to create a more inclusive economy that all residents can participate in and benefit from by focusing on the three pillars of people, place and productivity.

The city centre is the economic growth engine for both Manchester and the wider region. It has a high concentration of employment and has seen a significant increase in development over the past year, building on the city's international reputation as a leading place to live, visit and do business. Over the past year, there have been significant levels of investment in the city to commercialise its strengths in research and innovation.

Cultural activity is key to the growth agenda for Manchester, and remains at the heart of the city's identity, increasing its attractiveness and reputation. The Council continues to support the growth of the city's cultural institutions, and so far this year several large-scale development programmes have started at a number of venues. The pace of this development has posed some challenges for the creative community, in particular the cost of work space or studio space at risk of redevelopment. As such, working with the artist community remains a key priority for the Council. The Factory development – a new arts and cultural centre of international importance – continued to progress in 2018, with the approval of planning permission and the securing of significant funding from the Arts Council England. This exciting new development is set to add £1.1billion to the city's economy and create 1,500 jobs.

Offering people new opportunities for them to develop skills in the arts and culture sector in order to help diversify the workforce of the sector is a key objective for the city. This has been progressed with the launch of the Greater Manchester Cultural Skills Consortium: a group of 20 organisations that will collaboratively develop skills and training programmes.

Manchester has the potential to be a world leader in the field of technology, and it is recognised as having a thriving digital sector that plays a key role in the economy. However, turnover growth in the digital sector has declined due to the impacts of both Brexit and a skills shortage within the industry. The Council continues to work collaboratively with the industry, education and Government to address these issues.

Another aspect of the city's economic success has been its emergence as a leading national and international conference destination, hosting some 2.6million delegates in 2017. Alongside this, Manchester's visitor economy continues to soar – it was the third-most visited UK destination by international visitors in 2018.



## A highly skilled city

A highly skilled workforce is fundamental to Manchester's economic growth. Upskilling the city's population is vitally important in reducing levels of dependency by ensuring that more people have the opportunity to access jobs and share in the city's economic success. Maximising the benefits of this interdependent relationship is therefore a critical priority for the city.

Early Years development is essential to ensure that our young people have the best start in life. The Council remains committed to improving school-readiness and increasing the number of children arriving at school ready to learn through engagement with Early Years settings. Despite the proportion of children reaching a good level of development improving year on year, Manchester is still below the national average. Primary schools continue to perform well, and the number of schools judged to be 'Good' or 'Outstanding' by Ofsted is higher than the national average. There is a continued focus on bringing outcomes for all Manchester children at all levels of education in line with national results. Since last year, there has been an improvement in performance at Key Stage 2; however, this is still below the national figure. Progress between Key Stages 1 and 2

in reading, writing and maths was statistically significantly above the national average, with the most relative progress being made in maths. This year, Manchester's average Attainment 8 scores were slightly lower than the national average. Manchester also saw a lower-than-national-average number of pupils achieving a GCSE in both English and maths.

There has been a major growth in the number of digital businesses based in the city. Notwithstanding this, there continues to be a major digital skills gap inhibiting the growth of the creative and digital sector in the north west. As such, a strong pipeline of highly skilled digital talent is needed to ensure that businesses are able to continue to recruit locally and invest in the workforce.

Developing skills for life and ensuring that schools provide Careers Education Information and Guidance (CEIAG) is key to inspire the next generation to be the best they can be. Employers are increasingly stating that softer skills, such as problem-solving and time management, are lacking in school-leavers and in demand as much as qualifications. As part of the response to this, Manchester has a Skills for Life programme, which has a clear focus on developing softer skills.

Linking businesses and employers to schools is a priority of the Work and Skills Strategy, which aims to give each secondary school and college in the city access to an Enterprise Adviser. A meaningful work placement for every young person in the city is also one of the aspirations of the Our Manchester Strategy being progressed by the Council, providing work-experience opportunities via its online portal.

Manchester has an increasing number of residents who hold Level 4 qualifications and above, which can in part be linked to the level of graduate retention in the city. Our large and diverse talent pool attracts businesses into the city and is one of the key reasons why the economy continues to be successful.

Good-quality apprenticeships are essential to upskilling the city's workforce and meeting the growth needs of businesses. Despite this, the number of apprenticeship starts in recent years has fallen in Manchester, relating to both supply and demand. In order to reverse this trend, the Council is working alongside Greater Manchester to increase employer demand for apprenticeships and improve the scale, breadth and quality of apprenticeships on offer.



Research has shown that there is a disparity in Manchester between the earnings of those working and living in the city, with a higher percentage of those living in the city getting paid less than the real Living Wage. This further emphasises the low-level earnings of Manchester residents who are concentrated in lower-skilled occupations. The Council is committed to working with a range of partners and business networks to raise awareness of the challenges of low wages in the city and promote the real Living Wage.

## A progressive and equitable city

The ambition articulated in the Our Manchester Strategy is for everyone in the city to have the potential to lead a safe, healthy, happy and fulfilled life, no matter where they are born or live. This means reducing disparities between different areas of the city. While Manchester has made progress over the past decade towards trying to achieve this aim, there are still areas of intense deprivation. These are far less widespread than they were ten years ago but exist nonetheless, and we must do more to address them.

In recent years, homelessness has been a growing challenge for Manchester, with more families presenting as homeless. The Council has worked closely with its voluntary, statutory and business partners to progress significant pieces of work to help meet this challenge. Central to this is the Manchester's Homelessness Strategy (2018–23), which sets out aims for reducing homelessness. The introduction of the Homelessness Reduction Act 2018 (which focuses on the prevention and relief of homelessness) has seen an increase in the provision of services offered by the Council to reduce homelessness, including a project to increase access to housing by working with social and private-rented sectors to deliver solutions. The city has also seen an increase in the number of people sleeping rough on its streets. Significant work has been undertaken to support people to move away from the streets.

Reducing the number of children and families living in poverty, supporting them to be more resilient and able to meet their full potential, contributes to meeting the objectives of a progressive and equitable city. Work in Manchester has focused on employment as a route out of poverty, raising and protecting family incomes, boosting resilience and building on strengths. In spite of this, there has been a recent increase in the number of children living in poverty in the city.

Building a safe, happy, healthy and successful future for our children and young people is imperative to the city's success, as outlined in the Manchester Children and Young People's Plan. In 2018/19, referral rates to Children's Services were at their lowest rate for a number of years. However, the rate was still significantly above the national average. In addition to this, the number of looked-after children continues to increase and remains above the national average. Consequently, Children's Services are taking a comprehensive approach to reduce the number of entrants into the care system and the length of time that children spend in local authority care.

Manchester has recently refreshed its Early Help Strategy (2018–22), which articulates that families, particularly those with multiple and complex needs, will have access to co-ordinated Early Help. A local evaluation of Manchester’s Early Help offer demonstrates that by offering support to families earlier and at the right time, the progress made by families can be sustained after the targeted support has ended.

A long-term plan to tackle Manchester’s entrenched health inequalities was launched in the Manchester Population Health Plan (2018–27). This plan is now the overarching health and wellbeing plan for the city and has seen some progress made in the past year. This includes a small (but not statistically significant) increase in life expectancy for both men and women, as well as an increase in healthy life expectancy. Other positive progress includes a reduced rate of alcohol-related admissions, an increase in the rate of early diagnosis for cancer, a reduction in the number of under-18 conceptions, and a significant reduction in the rate of suicides.

In historical terms, the infant mortality rate in Manchester remains low. However, it has shown a worrying increase in recent years, although it is encouraging that the latest data shows a slowing of the rate. A new multi-agency Reducing Infant Mortality Strategy (2019–24) has been launched to try and reverse these trends.

The Age-Friendly Manchester programme aims to improve the quality of life for older people in the city, making Manchester a better place for people to grow old. Manchester: A Great Plan to Grow Older (2017–21) outlines systems and structures needed to work well together to improve the health and wellbeing of older people through a collaborative and partnership programme. Intervention, prevention, reablement and services that better serve people’s needs in the community are resulting in fewer adults, particularly older people, in need of going into residential or nursing care.

## A liveable and low-carbon city

Manchester’s future success is inextricably linked to whether it is a great place to live. This will be achieved by delivering a diverse supply of high-quality housing in clean, safe, attractive and cohesive neighbourhoods, and having a wide range of cultural, sporting and leisure facilities. Promoting a zero-carbon city with improved air quality for future generations will also ensure that Manchester meets its ambition of creating neighbourhoods where people want to live.

In 2018, Manchester strengthened its commitment to tackle climate change by revising its zero-carbon target from 2050 to 2038. This was followed by the Council declaring a Climate Emergency in 2019. Work is now under way to develop plans to ensure that our annual carbon budget can be met to ensure that we meet these ambitious targets.

The city's key cultural, sport and leisure spaces (including our libraries, parks and galleries) play an integral role in creating an attractive and liveable city for residents and visitors alike. Manchester continues to be the third-most visited city in the UK, which has a large impact on the local economy, contributing to the lives of local residents. The Council continues to invest in its libraries, to commission and deliver a wide range of cultural programmes and events, and to create a dynamic and vibrant cultural community working with partners to ensure that Manchester is a place that people want to live.



March 2018 saw the launch of a three-year Community Safety Strategy (2018–21), which sets out the city's priorities for improving community safety by working with residents and partners. Despite significant reductions over recent years, 2018/19 has been a challenging year for Manchester, with an increase in a number of crime types. Manchester prides itself on being an inclusive, welcoming and tolerant city that celebrates diversity and is able to work together to strengthen its communities. The Hate Crime Strategy identifies key priorities to support victims, prevent hate crimes, and build cohesive and resilient communities. The Council continues to work with partners to raise awareness of hate crime, encourage reporting, and signpost victims to support services.

The Council is committed to conserve, protect and enhance biodiversity wherever it can. Having healthy and plentiful green and blue infrastructure can inspire a strong sense of citizenship and pride in the city, while also helping to improve health and wellbeing by encouraging more active lifestyles. This work has also been supported by the development of the Manchester Parks Strategy, including an investment of £20.5million in parks over a four-year period.

As outlined in the Residential Growth Strategy (2015–25), Manchester's diverse and growing population requires the right mix of housing, and the Strategy aims to deliver 32,000 new homes between 2015 and 2025. In 2018/19, there was an increasing scale and volume of development in the city centre, including a significant number of new homes.

Ensuring that Manchester is clean and well maintained and that residents are supported to take pride in the city is one of its key priorities. The Council continues to be committed to recycling more of the city's waste: 2018/19 saw the continued increase of the recycling rate and a decrease in residual waste collected from households, saving the Council over £8million per year. Traditionally, the recycling rate at apartment buildings has been low; however, in 2018/19 a concerted effort has been made with residents of these properties, resulting in an increase in the rate of recycling. Smart litter bins in the city centre have also contributed to supporting our litter-free city objectives.

A key target of the Our Manchester Strategy is to increase volunteering across the city; thousands of residents continue to volunteer, giving time back to their neighbourhood. To continue to increase the number of volunteers and to make it easier for residents to get involved in their neighbourhood, work has been completed on expanding the Manchester Volunteer Inspire Programme (MCRVIP) and launching the MCRVIP website, which brings all Manchester City Council neighbourhood volunteering opportunities into one place.

## A connected city

Connectivity is fundamental to the success of any city, and the Our Manchester Strategy emphasises the importance of connectivity in terms of transport, international connections and digital infrastructure. Strong connections across and beyond Manchester ensure that people are able to fully access all the opportunities the city can offer, while businesses can access the people and resources they need to grow.

We have continued to work collaboratively with Transport for Greater Manchester (TfGM) to take a strategic approach to planning our city's transport network; the Greater Manchester 2040 Transport Strategy was adopted in 2017.

Our ambition to be connected nationally and internationally is supported by Manchester Airport, where passenger numbers continued to rise in 2018 as it remains the third-busiest airport in the UK. The Airport is currently undergoing a £1billion transformation project. This will see an increase in the size of Terminal 2 and other improvements, and enhancement work designed to increase the capacity of the Airport. In addition to this, the Airport is a major employer in the region, employing approximately 23,000 people.

The past year has seen some progress made with future planned improvements to the city's rail connectivity, in particular High Speed 2 (HS2) and Northern Powerhouse Rail. Both of these schemes are set to transform the connectivity of the region to the rest of the UK.

As efficiency and free-flowing travel are dependent on a high-quality highways network, improvements to major road networks are essential. The past year has seen several improvements made to our highways, including the introduction of smart motorways. By working with partners, investing in infrastructure to reduce accidents, and running targeted enforcement operations, Manchester continues to ensure safety on the city's roads is a key priority. There has been an increase in the number of people being killed or seriously injured on our roads, although the number of accidents remains below the baseline figure.

Car journeys into the city centre have continued to decline during peak times. This can be attributed to an increasing use of sustainable travel modes, largely focused on rail and Metrolink users. Following significant improvements, the Metrolink network continues to expand, and is the largest light rail network in the UK. In addition to this, future improvements are planned to Trafford Park and Manchester Airport. Bus travel continues to be supported by investments in bus-priority infrastructure on key routes into the city and by working with bus operators to manage services entering the city centre to minimise impacts on congestion, safety and the environment.



Walking and cycling have become more popular in recent years, enabling connections to be made between other sustainable travel modes, improving health and providing access to jobs. At the end of 2017, the Greater Manchester Cycling and Walking Commissioner outlined plans to create a genuine culture of cycling and walking in the city by creating an infrastructure plan known as the 'Bee Network'. As part of this plan, Manchester had seven bids agreed to the programme entry stage for funding to deliver key schemes to improve cycling and walking across the city.

An integrated, attractive and affordable transport network is needed to enable residents to access jobs and improve their health through increasing levels of active travel. Manchester has three Park and Ride schemes at Metrolink stops, which connect car users with a more sustainable travel mode. There are also four cycle hubs that provide secure cycle parking at key locations in the city.

Having clean air is essential in order for Manchester to be a healthy and attractive place to live, work and do business. Work is under way to develop strategies and actions to ensure that Manchester can reduce the harmful and high levels of pollutants it currently faces. Key to this will be increasing the number of electric vehicles in the city to both improve air quality and reduce carbon emissions. This will be supported by the implementation of a public charging network.

Digital connectivity continues to improve for residents and businesses across the city. Despite this, there is still a need to increase high-speed broadband coverage and deliver full-fibre coverage across Manchester at a faster pace to secure Manchester's status as a leading digital centre.

## Conclusion

Significant progress has been made across the city since the launch of the Our Manchester Strategy. Our economy and population continues to grow and Manchester remains renowned both nationally and internationally as a vibrant, inclusive and outward-looking city. Despite this, the past year has seen a number of challenges to overcome to deliver the vision of the city by 2025. There are significant challenges relating to areas of deprivation, health outcomes for residents, and those living in poverty. The Our Manchester approach is our opportunity to address these challenges in a different way. It provides organisations, businesses and the voluntary sector with the opportunity to put its four 'behaviours' into action and change the way they work. The Our Manchester approach is already helping to establish new and different relationships between the Council, its partners, its residents, and those who work in the city to make Manchester the best it can possibly be.

## Population

Population growth is concentrated in the city centre and surrounding wards; **100,000 more city-centre residents are expected by 2025** due to new development.

Source: Manchester City Council Forecasting Model, W2018

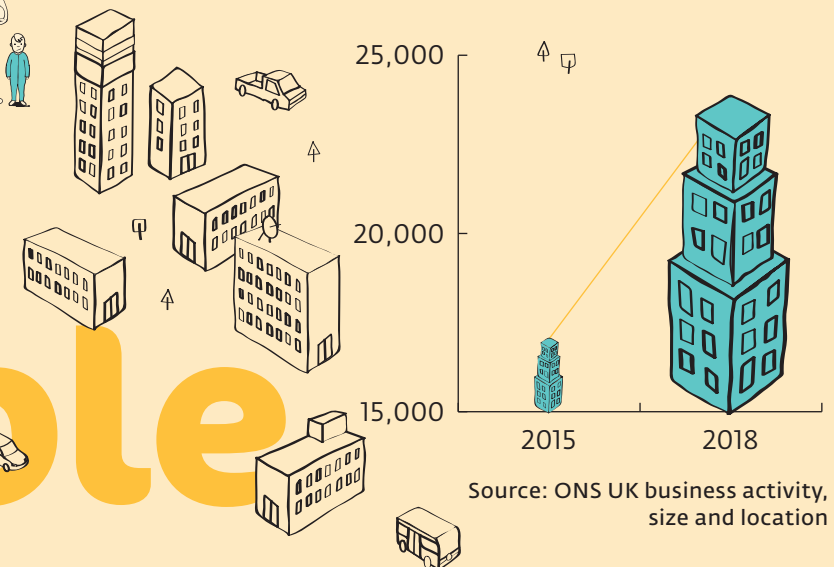
over  
**65,000**

residents expected  
by mid-2019



## Businesses

The city continues to be incredibly enterprising despite the uncertain national and global economic outlook; the number of **active enterprises has increased by 40%** since 2015.



# Thriving and sustainable

## Tourism

**1.41m**  
international  
visitors

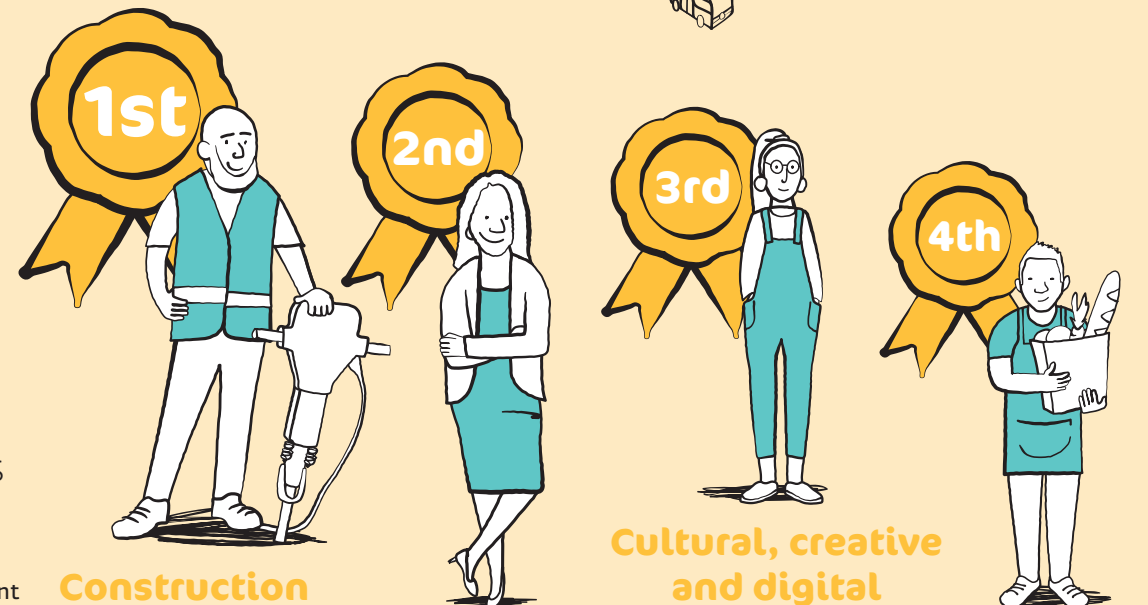
Manchester's visitor economy continues to thrive – the city remains the **third most-visited destination** by international visitors, after London and Edinburgh.

Source: 2018 International Passenger Survey, Visit Britain/ONS

## Employment

Employment in the city continues to rise, reaching **392,000 in 2017**. A fifth of the workforce is employed in the financial, professional and scientific sectors. Economic growth is boosted by the city's fastest-growing sectors.

Source: ONS Business Register and Employment Survey; Greater Manchester Forecasting Model, 2018, Oxford Economics



**Construction**

**Business, financial and professional services**

**Cultural, creative and digital**

**Wholesale and retail**

## School-readiness

An increasing number of children are arriving at school ready to learn, with **67% of children** at Early Years Foundation Stage achieving a **good level of development** in 2018.

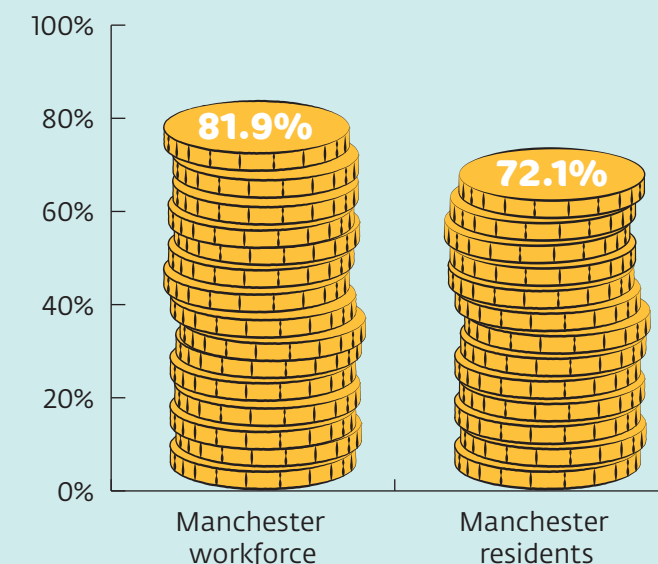
Source: Department for Education



## Living wage

We aim to ensure everybody is paid at least a real Living Wage by 2025. It is estimated that 72% of Manchester residents earned at least the real Living Wage of £8.75 in 2018.

Source: Provisional 2018 Annual Survey of Hours and Earnings, ONS



## School quality

The proportion of Manchester schools judged to be **good or outstanding by Ofsted** is higher than the national average for primary schools, but lower in secondary schools. However, recent inspections show the quality of our schools has improved since August 2018.

Source: Ofsted

Those with very low qualifications or none at all:



# Highly skilled

## Qualifications

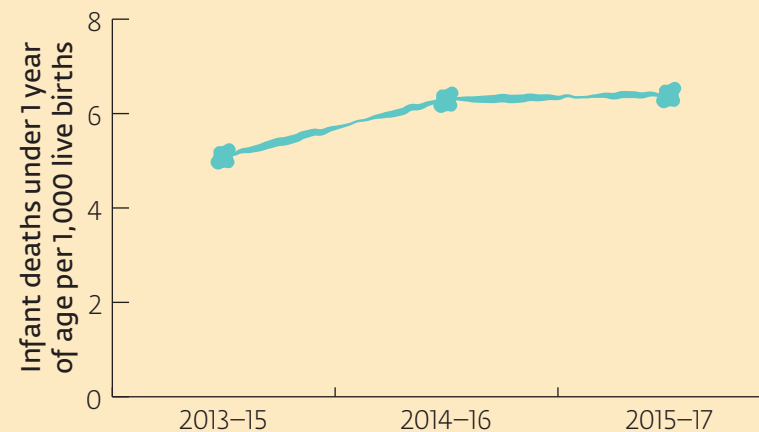
A high proportion of Manchester's working-age residents are qualified to degree level or above. Over the past ten years, the proportion of residents with no qualifications has reduced from 21% to 10%. Low skill levels are more prevalent in residents aged over 50.

Source: ONS Annual Population Survey, 2018

## Infant mortality

In recent years, there has been a worrying increase in infant mortality, although latest figures show some slowing of the rate of increase. The Reducing Infant Mortality Strategy (2019–2024) was launched to try and reverse these trends.

Source: ONS



## Rough sleeping



123 rough sleepers were counted in Manchester city centre in 2018. As a rate per 10,000 households (5.7) this is almost three times the national average (2.0).

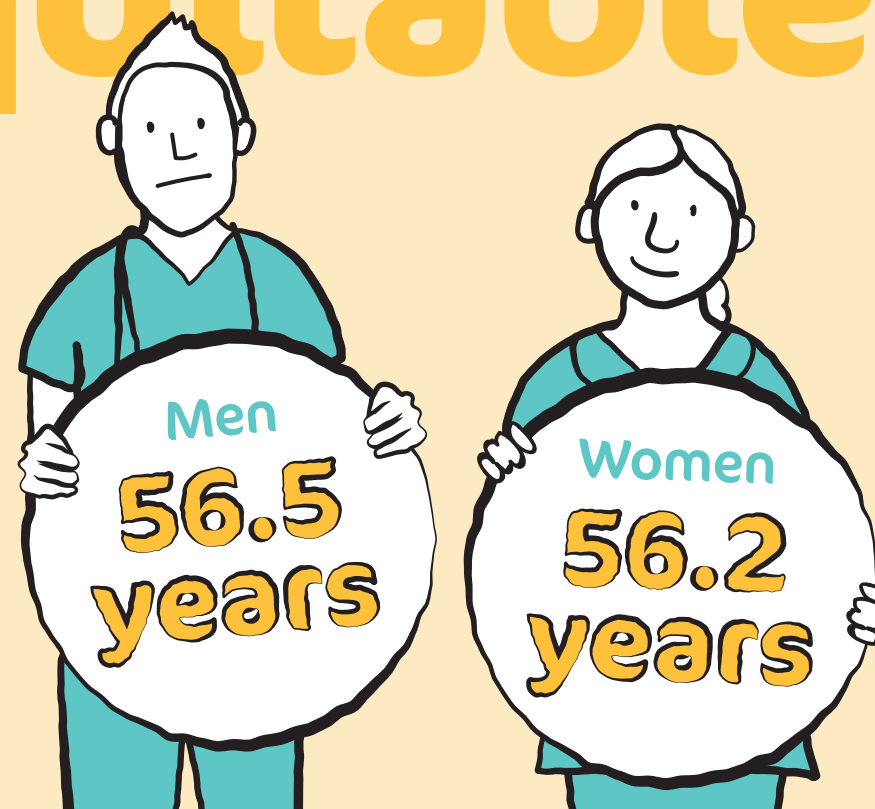
Source: Ministry of Housing, Communities and Local Government

# Progressive and equitable

## Healthy life expectancy at birth

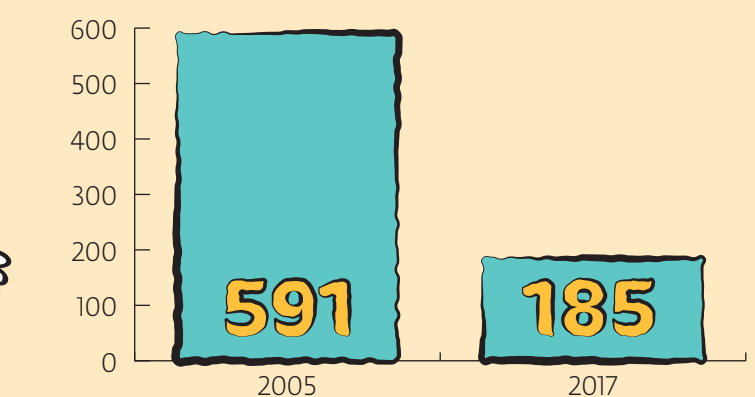
Healthy life expectancy at birth in Manchester has increased for both men and women. The increase for men in Manchester is greater than that for women, which means men can now expect to live longer in good health than women.

Source: 2015–17 three-year average, ONS



## Under-18 conceptions

Since 2005, significant progress has been made to reduce the number of conceptions for women aged 15–17, which in 2017 fell below 200 a year for the first time.



Source: ONS



## Air quality

Oxford Road

62  
µg/m³

Piccadilly

35  
µg/m³

Parts of Manchester are still **exceeding** the 40µg/m³ legal limit for nitrogen dioxide (NO<sub>2</sub>) in 2018.

Source: Air Quality England

## Housing

Manchester has built over 10,000 new homes since 2014/15, including 2,897 in 2018/19. Current forecasts suggest that new homes delivery may exceed 5,000 in 2019/20.

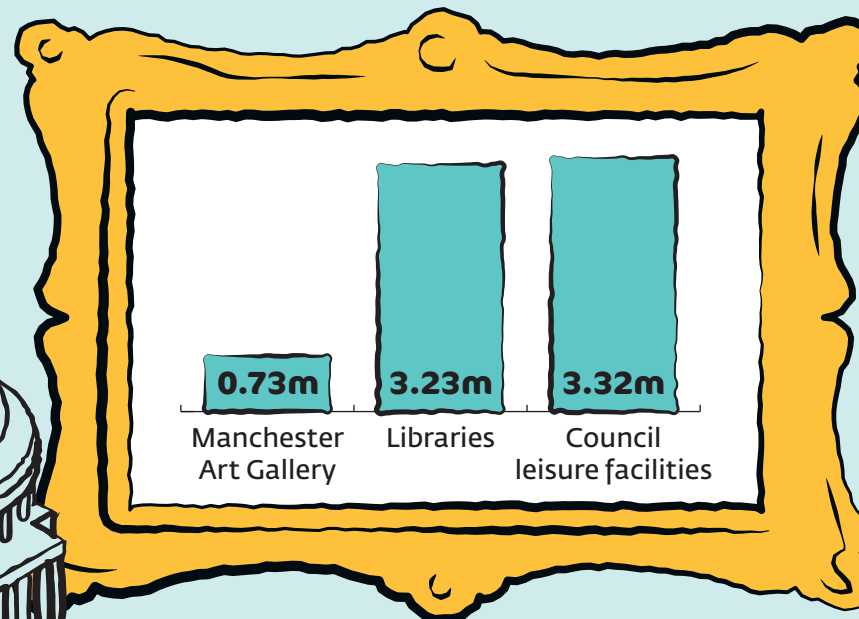
Source: Manchester City Council  
Expected Completions List

2,897  
new homes in the city

## Cultural facilities

Overall, there has been a **15.5% increase** in visits to the city's main cultural and recreational facilities between 2015/16 and 2018/19.

Source: Manchester City Council



# Liveable and low-carbon

## Domestic abuse

There has been a significant increase in the reporting of domestic abuse crimes, from 4,353 in 2015/16 to 8,493 in 2018/19. The Community Safety Partnership has been actively encouraging the reporting of domestic abuse, as it is significantly underreported.

Source: GMP Business Intelligence

## Highways network investment plan

Our £100million highway five-year investment programme is underway to improve the condition of Manchester's roads, footways and drainage. Progress during the first two years of the programme includes:

Source: Manchester City Council

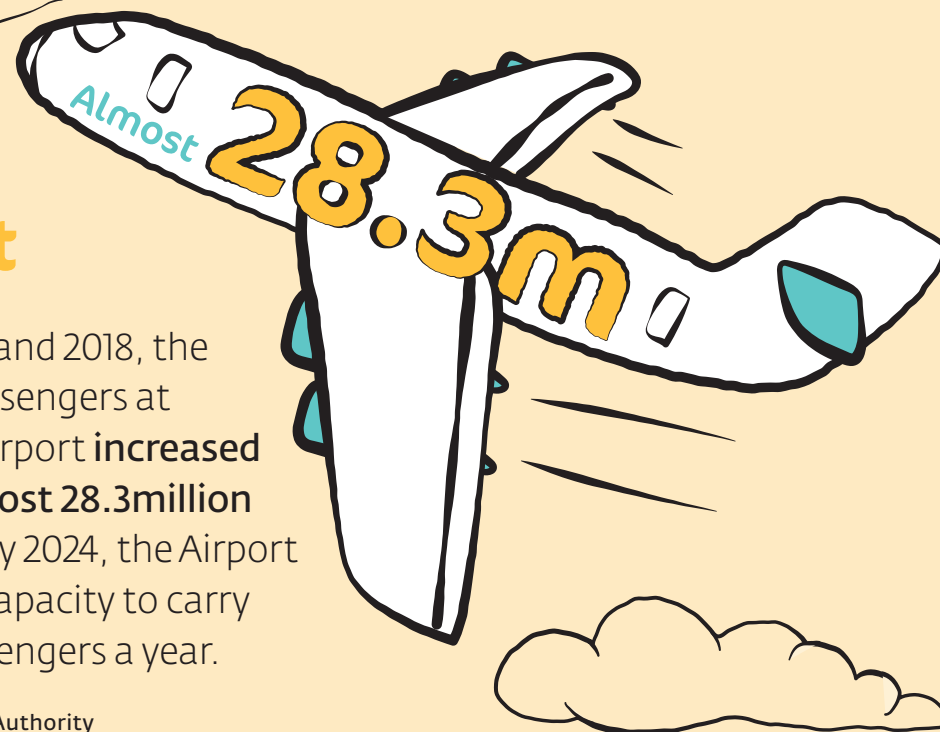


# Connected

## Airport

Between 2015 and 2018, the number of passengers at Manchester Airport increased by 22% to almost 28.3million passengers. By 2024, the Airport will have the capacity to carry 55million passengers a year.

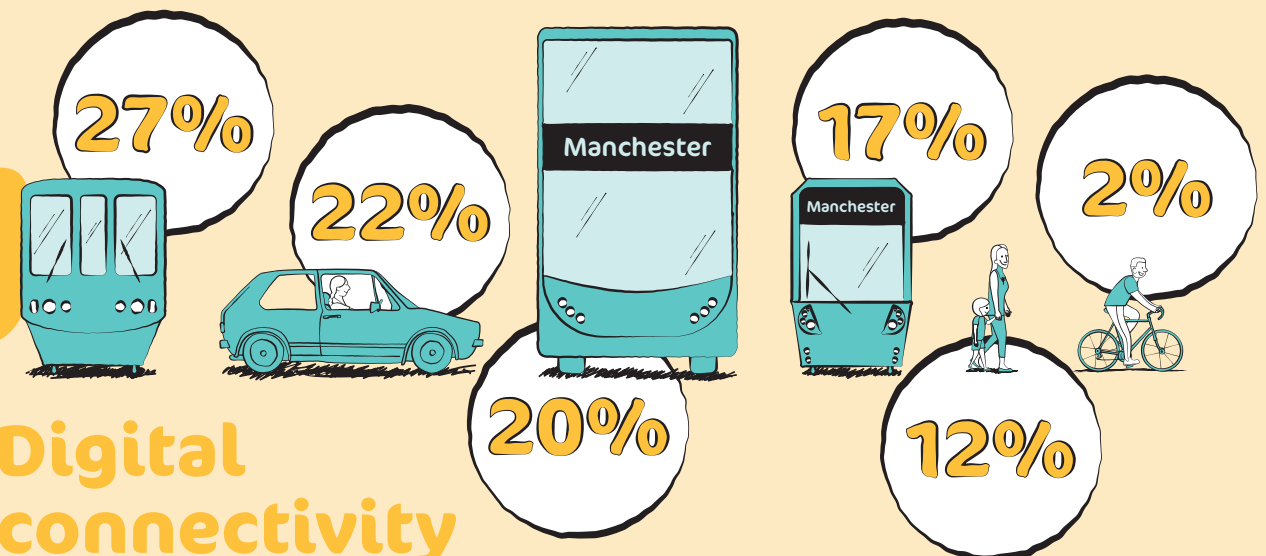
Source: Civil Aviation Authority



## Trips into Manchester city centre

A decreasing number of trips are being made by car and bus, likely due to increasing journey times on the road network. Between 2015 and 2018, the number of rail trips increased by 12% and Metrolink trips increased by 65%.

Overall share



Source TfGM. The share in trips into Manchester key centre (7.30–9.30am) in 2018

## Digital connectivity

Manchester is continuing to improve the availability and take-up of superfast broadband (over 30 Mbits/s) throughout the city but is lagging behind other core cities. However, people do not always sign up to faster broadband packages where they are available.

Source: Ofcom

