

NORTH MANCHESTER SOCIAL BENEFIT

FRAMEWORK

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INTRODUCTION

Manchester's significant transformation over the past 20 years is well documented. The city has seen strong economic growth, large areas of the city successfully regenerated, and around a 50% increase in its population. Manchester has a strong track record of driving change through regeneration, which has enabled the city to develop globally recognised sector strengths, a vibrant cultural offer, and a growing international profile.

However, despite the progress we have made, significant challenges remain. Many of Manchester's residents are not connected to the opportunities of economic growth and are underrepresented in higher-paid sectors and occupations. Child-poverty rates have continued to rise. Many of our residents develop preventable health conditions a decade earlier than their peer groups across the UK.

In the 2015 Index of Multiple Deprivation, north Manchester was the most deprived area in England in respect of health and disability-related deprivation, the second most deprived in respect of income deprivation, and the fourth most deprived in respect of employment deprivation. By 2019, while there had been improvements in health deprivation in all but one of the wards in north Manchester, most (62%) parts of north Manchester continued to be in the most deprived 10% in England. Income deprivation remained as bad or slightly worse, and employment deprivation remained similar.

UNIQUE OPPORTUNITY FOR INCLUSIVE GROWTH IN NORTH MANCHESTER

Plans for Government investment into the North Manchester General Hospital site, together with the residential-led Victoria North development and renewal programme, present a major opportunity to deliver a holistic place-based programme of inclusive growth. These ambitious programmes could allow north Manchester to spearhead the city's continued transformation over the next 20 years. They could also make a significant contribution to tackle the spatial inequalities currently evident within the city and to develop stronger and more resilient communities as part of our aims for an inclusive economy.

With some 15,000 new homes to be delivered with a GDV of £4billion, Victoria North will provide residential accommodation across a range of tenures and typologies for Manchester's growing population. The investment in

the hospital site would see a rebuilt North Manchester General Hospital (North Manchester General Hospital), a rebuilt Park House (in-patient mental health unit), additional community-based health and care facilities, and new education and training infrastructure. For the north Manchester population this will ultimately mean longer life expectancy, improved quality of life, increased economic productivity, and better health outcomes through more effective and higher-quality support and care.

It is essential that the next stage of Manchester's journey focuses on boosting the city's productivity and creating a more inclusive economy to address some of the entrenched challenges the city (and especially north Manchester) faces. Developing a More Inclusive Economy – Our Manchester Industrial Strategy sets out

Manchester's vision to ensure that all our residents can participate in and benefit from the city's economic growth.

Anchored by the physical regeneration of these two key sites, the spatial planning and development principles of which will be set out within their respective Strategic Regeneration Frameworks, partners have agreed the strategic priorities. These are based on the evidence available and the strategic objectives of the city to form a consistent approach to capturing socioeconomic benefits that wraps around both of these major physical regeneration initiatives.

PURPOSE OF THE FRAMEWORK

The Framework articulates the key priorities, opportunities, and the outcomes to which activities related to the Victoria North and North Manchester Health Campus programmes could contribute towards. These outcomes, co-produced through consultation and engagement with a wide range of stakeholders, align with the broader strategic aims of the city, for which detailed strategies have been implemented. The outcomes, aligned to a clear set of priorities under each key strand, are intended to support the tailoring of social value activities that could be delivered through/supported by the respective transformation programmes.

The Framework seeks to demonstrate how these physical transformation programmes will be delivered in a way that is fully inclusive. It will ensure that local residents and the local economy

experience sustainable health, social, employment and wider economic benefits throughout the life of the programmes so that a legacy of improved socioeconomic outcomes is established.

The Framework will provide the high-level context against which more detailed social value Action Plans, aligned to key strands, can be produced (such as through procurement exercises). The Framework can also be used in conjunction with the separate Contractors Guide to help the creation of action plans. The Contractors Guide provides practical examples of local organisations, community groups and projects. This enables contractors to make connections and provide examples of how social value could be delivered.

PRIORITY THEMES

The Framework sets out the priorities, opportunities, outcomes and approaches to delivery across five key themes that reflect the strategic priorities and challenges for north Manchester. They are:

- Theme 1: Education, Employment and Skills
- Theme 2: Health and Wellbeing
- Theme 3: Community Resilience
- Theme 4: Digital
- Theme 5: Zero-Carbon 2038

THEME 1: EDUCATION, EMPLOYMENT AND SKILLS

VISION:

To take advantage of the scale and duration of the Victoria North and North Manchester General Hospital development pipeline to create joined-up pathways that support Manchester residents towards and into sustainable employment and training opportunities.

LOCAL CONTEXT (WHY IT'S IMPORTANT)

- Long-term and embedded worklessness – over 16,500 working-age adults in the locality receiving out-of-work benefits before the COVID-19 pandemic, with the Universal Credit and Jobseeker's Allowance claimant count doubling between January 2020 and January 2021.
- Low wages – for those in work, the median annual earnings of local residents are £24,055, the lowest in Manchester.
- Poor skill outcomes – 13% of 16 to 64-year-old residents in the Blackley and Broughton constituency having no qualifications.
- Impact on children – the percentage of children achieving a good level of development is the lowest in the city, being 5% lower than the Manchester average for Key Stage 2 attainment, and 7% below the national average.
- Manchester has high rates of family poverty – over 43% of children and young people growing up in families living in poverty (End Child Poverty, 2019); north Manchester and east Manchester are the areas of the city with the highest concentrations of out-of-work family poverty.

PRIORITIES:

1. Help our children, young people and adults realise their aspirations and build successful lives.
2. Support institutions and organisations that help young people and adults to become more employable and make informed career decisions.
3. Move Manchester residents towards and into high-level apprenticeship opportunities.
4. Support provision of vocational pathways towards employment for Manchester residents.
5. Provide opportunities for Manchester graduates to be retained in the local labour market.
6. Move Manchester residents into sustainable, good-quality and living-wage employment opportunities connected to North Manchester General Hospital and the Victoria North developments.

OPPORTUNITIES:

The approaches outlined in the following section should fit within the following:

- Encourage individual consultant and contractor teams to contribute their own experiences and ideas towards our priorities.
 - Opportunities are considered 'in the round', ie. individual organisations and developments contribute to a pipeline of opportunities at a range of levels that are connected. There is visibility across this pipeline and our residents are able to move from one opportunity to another, eg. work experience into an apprenticeship.
 - High-impact opportunities are presented to residents through a single point of contact with clear and recognisable branding and communication channels.
- Opportunities are delivered in a way that makes use of and supports existing education, skills and employment programmes running in Manchester and Greater Manchester.
 - Opportunities connect with and support relevant initiatives implemented by the Government in response to the COVID-19 pandemic.
 - In the short and medium term, we prioritise those residents who are likely to be highly impacted by the economic effects of the pandemic: young people; Manchester's BAME residents (in particular, Black residents); and the over-50s.

Curriculum
Support

Work Experience
and Careers

Pre-employment
training

Apprentice
Level 2-3

Higher Level
Apprentice

University
Support

Skills offer at a range of qualification levels, opportunity for progression

PRIORITY 1:

Support and grow the aspirations of our children, young people and adults across north Manchester

OUTCOMES

More local **residents and school students are enabled to access** ongoing and future employment and education opportunities, as part of the regeneration programmes and more widely across the city.

More local **young people aspire to careers** in the built environment, construction, and the health and care sectors.

Contractors working on the north Manchester regeneration programmes and across the city have **access to a pipeline of future talent** in a system set up to support the learner to grow and access sustainable employment.

APPROACH TO DELIVERY

Programme of **school and college engagement activities** making use of existing services and resources wherever possible, targeted at institutions in north Manchester in the first instance.

Specific **actions undertaken to encourage participation** from underrepresented groups, including women, girls and BAME (particularly Black) residents.

PRIORITY 2:

Support institutions and organisations in north Manchester that help young people and adults to become more employable and make informed career decisions.

OUTCOMES

More young people in the area have **access to and knowledge of good-quality career information, advice and guidance** about a range of opportunities, particularly in property, construction and health and care.

More local young people have the skills, guidance and knowledge required to access their future careers.

Local schools, colleges and training providers work together with local businesses to improve local employment outcomes.

APPROACH TO DELIVERY

Programme of **school and college engagement activities** making use of existing services and resources wherever possible, targeted at institutions in north Manchester in the first instance.

Undertaking **activities that promote transferable/essential skills** that are skill-specific to the property and construction industry.

Specific **actions undertaken to encourage participation from underrepresented groups**, including women, girls and BAME (particularly Black) residents.

Working closely with the Manchester Adult Education Service.

PRIORITY 3:

Move north Manchester residents towards and into higher-level apprenticeship opportunities.

OUTCOMES

Increased number of sustainable **higher-level apprenticeships** opportunities available to north Manchester residents.

Clear pathways and chains of support enable local residents to move into these opportunities.

APPROACH TO DELIVERY

Connect with residents engaged through other priority areas.

Support and participation in a shared higher-level apprenticeship scheme for Manchester.

Drive employers on VN and North Manchester General Hospital projects to **create sustainable higher-level apprenticeship** opportunities.

Support for the **living wage** and the Greater Management Good Employment Charter.

Specific actions to **undertake to encourage participation from underrepresented groups**, including women, girls and BAME (particularly Black) residents.

PRIORITY 4:

Support provision of vocational pathways towards employment for north Manchester residents.

OUTCOMES

Increased number of sustainable **vocational training opportunities** available to north Manchester residents.

Clear pathways and chains of support enable local residents to move into these opportunities.

APPROACH TO DELIVERY

Work with existing training providers to add value to the existing skills and employment system.

Drive creation of **apprenticeship** opportunities at levels 1, 2 and 3 with employers.

Drive creation of opportunities to support **T-Levels**.

Connect with residents engaged through other priority areas.

Support for the **living wage** and the Greater Manchester Good Employment Charter.

Specific actions **undertaken to encourage participation from underrepresented groups**, including women, girls and BAME (particularly Black) residents.

Connect vocational opportunities with other work-related learning opportunities referenced in the other priority areas.

PRIORITY 5:

Provide opportunities for Manchester graduates to be retained in the local labour market.

OUTCOMES

Increased number of sustainable, graduate-level employment opportunities in north Manchester.

APPROACH TO DELIVERY

Support industry and university-led initiatives (eg. Class of 2020).

Develop strong links with university careers services and relevant departments to promote and signpost opportunities.

PRIORITY 6:

Move Manchester residents into sustainable and paid employment opportunities connected to the north Manchester regeneration programmes.

OUTCOMES

Local residents gain employment created and located in the north Manchester regeneration areas, including during planning and construction, and in operational use.

Consultant and contractor teams have a readily available supply of local talent.

Future occupiers can easily access a pipeline of local talent.

Local businesses thrive and employ people from the local area.

APPROACH TO DELIVERY

Work with existing training providers to add value to the existing skills and employment system.

Connect with residents engaged through other priority areas.

Support for and participation in a Manchester Construction Skills Hub.

Support for the **living wage** and the Greater Manchester Good Employment Charter.

Specific actions undertaken to **encourage participation from underrepresented groups**, including women, girls and BAME (particularly Black) residents.

Opportunities are highly visible locally.

Develop **innovative trials and approaches** to delivery, with Jobcentre Plus utilising this unique opportunity.

THEME 2: HEALTH AND WELLBEING

VISION:

To take advantage of the scale and duration of the Victoria North and North Manchester General Hospital development pipeline to create joined-up pathways that support Manchester residents towards leading healthier lives.

LOCAL CONTEXT (WHY IT'S IMPORTANT)

- The health of people living in Manchester remains among the worst in England. The city has a high number of preventable deaths, which are at their highest in north Manchester. It has been estimated that health inequalities across Manchester give rise to at least £300–£320million in economic losses and £53million in costs to the NHS per year.
- Around 20% of health outcomes are attributable to clinical care, and 40% of these are influenced primarily by socioeconomic factors. This emphasises the need to include non-medical interventions and the wider determinants of health when attempting to improve health outcomes for the population.
- The quality of people's health is dependent on so much more than the availability of specific health services. It is about the people they see every day, the environment they live in, their access to wider services and opportunities, having a community identity, and feeling part of it.
- Health inequalities in north Manchester are being further affected as a result of COVID-19. Communities with fewer connections, such as Collyhurst, are experiencing worse outcomes, and the disease has also had a greater impact on people from certain groups, including age, deprivation and those in Black, Asian and minority ethnic (BAME) groups. There is often higher prevalence of these groups in north Manchester compared to the rest of the city.

PRIORITIES:

1. Improve the health and wellbeing of people who live in north Manchester.
2. Reduce the health inequalities that contribute to the population of north Manchester having poorer health and shorter life expectancy.
3. Create an age-friendly city that promotes good health and wellbeing for people in middle and later life.
4. Strengthen connections, relationships and collective action for healthy lifestyles.
5. Improve the conditions that create health in the most socially disadvantaged neighbourhoods.
6. Tackle preventable early deaths.

OPPORTUNITIES:**The approaches outlined in the following section should fit within the following overarching requirements:**

- The opportunities presented within both Victoria North and North Manchester Health Campus should consider multi-agency, wide-ranging and varied approaches to improving health outcomes.
- To utilise and build upon work done in north Manchester to collect the views of residents and service users, such as Winning Hearts and Minds, and the work done to support the business case for the North Manchester Health Campus.
- Recognition that north Manchester's poorer health outcomes, compared to the rest of the city, and the rest of the country, will be further impacted by the COVID-19 pandemic, and therefore pose even more of a challenge to the work underway to tackle health inequalities in the locality.

- Work that considers the wider social determinants of health will have a positive impact on the majority of health inequalities. However, there are specific focus areas already identified across Manchester City Council's Public Health team and the Service Model Steering Group for North Manchester General Hospital that are needed due to the particularly poor outcomes in this area.
- Though addressed in two separate sections in this framework, education, work and skills, and health and wellbeing are intrinsically linked, with issues having similar root causes. Good outcomes in one often mean related good outcomes in the other.

PRIORITY 1:

Improve the health and wellbeing of people who live in north Manchester.

OUTCOMES

Service Models are developed considering the needs of north Manchester.

APPROACH TO DELIVERY

Work with **community leaders and partners** involved in North Manchester General Hospital VCSE Assurance Group to inform Service Models.

Work with **health partners** to ensure an integrated approach to planning health services that meet local needs.

Design a **built environment that supports good health** through the creation of compact, walkable neighbourhoods that encourage social interaction.

Harness the role of **green and blue infrastructure** to promote active and healthy lifestyles for residents.

Align with the Winning Hearts and Minds Programme.

PRIORITY 2:

Reduce the health inequalities that contribute to the population of north Manchester having poorer health and shorter life expectancy.

OUTCOMES

Increased opportunities for people living in north Manchester to improve their health and wellbeing.

APPROACH TO DELIVERY

School Readiness Programmes.

Victoria North City River Park and green space within the hospital campus.

Alignment with the Manchester River Valleys Strategy.

Support food providers, food banks and community grocers.

PRIORITY 3:

Creating an age-friendly city that promotes good health and wellbeing for people in middle and later life.

OUTCOMES

Residents experience the **minimum disruption** possible and are kept together with existing members of their community.

Increased life years spent in good health (healthy life expectancy).

APPROACH TO DELIVERY

Involve **older residents as co-researchers** in exploring the age-friendliness of their neighbourhood to strengthen engagement and to mobilise their 'expertise, skills and knowledge' in developing age-friendly initiatives.

Deliver re-provision of homes to **facilitate the single-move commitment** that has been made and relocate affected residents into the new properties within the development.

Sponsor empirical research into how deprived neighbourhoods should be designed to support healthy ageing.

PRIORITY 4:

To strengthen connections, relationships and collective action for healthy lifestyles.

OUTCOMES

Residents feel less isolated and more connected with their neighbours.

Accessible and pleasant surroundings **where people are more physically active, feel safe and secure** and access the services they need.

APPROACH TO DELIVERY

Work with the Manchester VCSE Assurance Group to **raise awareness of the mental and physical health implications of loneliness and isolation**, while supporting charities such as Manchester Cares to help combat this prevalent social issue.

Listen and respond to what local communities say about how to improve their surroundings in a way that supports good health; invest in community capacity building; and create more opportunities for people to connect, collaborate and find local solutions for better health and wellbeing.

PRIORITY 5:

Improve the conditions that create health in the most socially disadvantaged neighbourhoods.

OUTCOMES

New projects, programmes and services are co-produced with people in communities.

APPROACH TO DELIVERY

Create opportunities for people to connect, collaborate and find local solutions for better health and wellbeing.

Listen and respond to what local communities say about how to improve their surroundings in a way that supports good health.

Gain and share understanding of health and wellbeing in north Manchester, including the wider social determinants of health.

Support the Be Well initiative – the citywide social-prescribing model or one-stop shop, connecting people to sources of support for health and wellbeing within their communities.

Support services to be trauma-informed, through wider training in Adverse Childhood Experiences (ACEs).

PRIORITY 6:

Tackle preventable early deaths.

OUTCOMES

The gap in preventable premature deaths between the most and least deprived areas of the city is reduced.

APPROACH TO DELIVERY

Ensure walking and cycle-friendly design of public realm.

Winning Hearts and Minds Programme to improve heart and mental health. Work with communities and community organisations to identify new ways of encouraging physical activity.

Support and champion the implementation of Smoke-Free Manchester.

Approaches to improving health and wellbeing should also consider citywide health priorities as set out by Manchester Local Care Organisation, Manchester Health and Care Commissioning, the Greater Manchester Combined Authority and the Greater Manchester Health and Social Care Partnership, which cover the following:

- First 1,000 days
- Work and health
- Age-friendly
- Preventable early deaths
- Community and neighbourhood approaches
- Improving services and the way we work together

THEME 3: COMMUNITY RESILIENCE

VISION:

The neighbourhoods of Victoria North and the North Manchester Health Campus will be cohesive, resilient communities where people are enabled and supported to live long and healthy lives. Through the creation of liveable and inclusive places, where people are involved in decision-making and engaged in the work we do, people will get together and feel happy, empowered and a strong sense of belonging.

Community groups in north Manchester will be empowered to grow and support the communities in which they work. They will have the skills and governance in place to take advantage of the support and funding available to them, making their groups more sustainable and more resilient. A coherent, strategic approach to the distribution of information in north Manchester will help bring together residents, organisations and partners, building on local pride and fostering an environment of understanding and collaboration.

LOCAL CONTEXT (WHY IT'S IMPORTANT)

- Listening and working with this community will help build positive relationships with groups and community members. The partners leading on these major physical redevelopment programmes will need to build trust with local residents and engage those who are already actively embedded within the community.
- There is a low intake of voluntary groups accessing funding and services in north Manchester, so being able to identify and support groups onto the right pathway will help groups become stronger and more resilient.
- The 2019 North Manchester Enquiry concluded that while there are many very good voluntary, community, social enterprise and faith sector (VCSEF) organisations working in north Manchester, the sector is not as consistently well developed as it is in central and south Manchester. There are fewer VCSEF organisations working in north Manchester, and many of these groups have less formalised systems and processes than groups elsewhere in the city. These limitations of skills and organisational development can impede the ability to attract funding and recruit and retain talent.

PRIORITIES:

1. Strengthen consultation and engagement with local residents.
2. Build community leadership, creating inclusive neighbourhoods and more resilient, empowered and engaged communities.
3. Develop a stronger, more vibrant and thriving voluntary and community sector in north Manchester.
4. Enhance, and support the development of, community infrastructure (digital and physical).

OPPORTUNITIES:

1. Advise consultants, contractors and their supply chain to support VCSEs with:
 - Office space/hot desking/venues for events and training
 - Fundraising
 - Volunteering
 - Materials in kind
 - Business advice
 - Branding, marketing, and social media
 - Building, and renovation projects
 - Green projects
 - Trustees.
2. Encourage consultants, contractors and their supply chain to pay the Manchester Living Wage as a minimum
3. Encourage consultants, contractors and their supply chain to become members (or supporters) of the Greater Manchester Good Employment Charter.
4. Promote community participation in green projects and/or volunteering across the three schemes (Victoria North, New North Manchester General Hospital, and GMMH New Park House).

PRIORITY 1:

Strengthen consultation and engagement with local residents.

OUTCOMES

Local people have contributed to shaping the plans for the regeneration neighbourhoods and feel that their voice is heard and opinions valued.

APPROACH TO DELIVERY

Adopting a clear consultation and engagement plan for the north Manchester programmes, using common practices but also exploring other avenues, such as an app to engage with local residents on a more long-term basis.

Building social value in at planning stage, giving the community the opportunity to engage and give their view.

Having full representation across the community, ensuring age-friendly approaches are considered.

Development of an accessible website and social media channels.

Working with local groups already established in the area, finding out common goals and how we can link in with these groups.

PRIORITY 2:

Build community leadership, creating inclusive neighbourhoods and more resilient, empowered and engaged communities.

OUTCOMES

Local residents can access a range of new homes to meet their housing needs.

The public spaces and places of the regeneration areas are activated by the local community.

Local groups are empowered to unlock potential funding opportunities.

Residents feel safe in and around the local area.

APPROACH TO DELIVERY

Deliver a broad range of affordable and market housing options suitable for a range of ages, incomes and life stages, in line with the SRF principles.

Deliver reprovision of homes to **facilitate the single move commitment** that has been made, and relocate affected residents into the new properties within the development.

Work with community groups to support leadership from the start.

Help groups become more independent by applying for external funding to become more sustainable.

Enhance social value opportunities where possible when thinking about community leadership on projects and events.

PRIORITY 3:

Development of a stronger, more vibrant and thriving voluntary and community sector in north Manchester.

OUTCOMES

VCSEF groups are well networked, can support one another, and are working in partnership.

A higher proportion of VCSEF organisations in north Manchester have sufficient levels of governance and quality assurance in place.

VCSEF groups are better equipped to successfully apply for grants.

APPROACH TO DELIVERY

Link with partners across the various neighbourhoods and maintain an up-to-date asset/stakeholder register.

Support the recommendations of the North Manchester Enquiry and the work of North Manchester Together.

Encourage **partnership working, mentoring and the fostering of small organisations by larger organisations**.

Work collaboratively with partnering organisations, building on community expectations and managing projects together, moving forward positively.

PRIORITY 4:

Enhance the Community Infrastructure.

OUTCOMES

Local community organisations and assets grow and strengthen.

New public spaces and amenities are enjoyed across the community, accessed by all ages, incomes and abilities.

Community-led activities have their own places within the local regeneration areas.

The built and natural environment creates a more pleasant place to move around in and spend time in, providing more opportunities for social interaction and activity.

More money is spent and retained within the local area, supporting a robust local economy.

Local supply chains are strengthened.

APPROACH TO DELIVERY

Work with the community to **identify which groups are not digitally connected**, and work on projects to support digital inclusion and access.

Provide fit-for-purpose physical community space supporting groups to deliver their services in the community.

Think about how we can enhance outdoor space through the green spaces and meanwhile-use projects.

Implement the design and development principles as reflected in the SRF documents, including enhanced walking and cycling routes and a high-quality public realm.

Partner with local schools and VCSEF groups to maximise educational and recreational potential of spaces created, including nature, heritage, culture, and the built environment.

THEME 4: DIGITAL

VISION:

To take advantage of the scale and duration of the Victoria North and North Manchester General Hospital development pipeline to address the inequalities that are prevalent in north Manchester, including access to digital infrastructure.

LOCAL CONTEXT (WHY IT'S IMPORTANT)

- Manchester has a very strong and resilient digital sector and ecosystem and is acknowledged as 'the UK's second technology city'.
- Manchester has strengths in Service Design, eCommerce, Cyber, AI and Data Science, as well as in advanced materials.
- Manchester is at the core of a strong local digital ecosystem, with start-up and scale-up support networks, its own trade association with Manchester Digital, skill providers, user groups, tech meetings, and events.
- Manchester's digital strengths affect many other sectors. The city is at the forefront of innovation for traditional manufacturing, construction, retail, and the product and service-design sectors. Manchester is also a centre for research and innovation around the idea of Industry 4.0, especially in advanced manufacturing, robotics and automation.
- The COVID-19 pandemic has affected all aspects of digital life and work, and digital technologies and services have had to find new ways to meet the challenges posed by the pandemic. Reducing digital exclusion through skills, kit and connectivity is essential for north Manchester.
- The Manchester Digital Strategy has been written by Manchester City Council and aims to provide a vision of how Manchester can become an inclusive and resilient Smart City over the next five years. This will enable digital inclusion and skills, smart neighbourhoods, digital innovation for business and jobs, and digital resilience to support our zero-carbon aspirations.

PRIORITIES:

1. Ensure fair access to Digital Infrastructure for residents and neighbourhoods across the North of Manchester.
2. Reduce the impact of Digital Exclusion across north Manchester.
3. Continue to build Manchester's Digital Sector and Ecosystem.
4. Maximise the opportunities for new job creation in the digital economy.
5. Contribute towards digital technologies that help to drive the city's Carbon Agenda.

OPPORTUNITIES:

The approaches outlined in the following section should fit within the following overarching requirements:

- To use the opportunities presented within both Victoria North and North Manchester Health Campus to accelerate Manchester's Digital Strategy across north Manchester
- To 'level up' opportunities for residents across north Manchester to have fair access to digital infrastructure and address Digital Exclusion
- To work with partners, including universities and the NHS, to upskill and create opportunities for residents, including access to training and new jobs

- To work with contractors and their supply chains to explore low-carbon opportunities (through procurement) that can be realised through enhanced digital connectivity and data analytics, especially in areas such as mobility, logistics, food and buildings.

PRIORITY 1:

Ensure fair access to Digital Infrastructure for residents and neighbourhoods across north Manchester.

OUTCOMES

Plans for digital infrastructure, including the Digital Strategy, are implemented with the needs of north Manchester in mind.

More residents are able to **access digital technologies** to enable them to move towards being 'smart people' who reside in a 'smart place' as set out in the Digital Strategy.

APPROACH TO DELIVERY

Digital ecosystem of industry, VCSC sector, public sector partners, local government, health and schools work together to improve the evidence base for the needs of north Manchester.

The above partners to work alongside Greater Manchester's Digital Inclusion Agenda Taskforce to build a supportive community to work together to fix the digital divide.

PRIORITY 2:

Reduce the impact of Digital Exclusion across north Manchester.

OUTCOMES

Improve the number of people in north Manchester categorised as Digitally Excluded.

APPROACH TO DELIVERY

Conduct wider analysis of the impacts on residents facing additional barriers, including wider cultural exclusion and institutional racism.

Support a range of specific projects involving digitally enabled diversity, cultural inclusion and institutional change.

Actively engage with residents facing digital exclusion and organisations working with them to gain a better understanding of their challenges and opportunities; translate this into practical ways of enabling these residents to access the internet and build their own digital capabilities and confidence.

PRIORITY 3:

To continue to build Manchester's Digital Sector and Ecosystem .

OUTCOMES

Manchester's vibrant digital ecosystem continues to grow and this is mirrored in north Manchester within developments such as North Manchester General Hospital.

New and emerging digital technologies are piloted in north Manchester as part of its regeneration.

APPROACH TO DELIVERY

Local partners and contractors in north Manchester to support the digital ecosystem as it finds ways to make businesses and skill-training more resilient and sustainable as the city's digital sectors continue to grow and digitisation affects most aspects of people's working lives.

Research to be conducted and new technologies explored that may be appropriate to the large-scale regeneration projects taking place across the north of Manchester, including North Manchester General Hospital and Victoria North.

Develop innovative and flexible ways of supporting the sector, including jobs and skills that will be under threat from COVID-19 and learn from those that continue to recover rapidly.

PRIORITY 4:

Maximise the opportunities for new job creation in the digital economy.

OUTCOMES

The creation of new jobs and opportunities for residents within north Manchester's digital sector.

More north Manchester schoolchildren going into training, skills and further education within the Digital Sector.

More adults accessing training, support and jobs within the Digital Sector.

APPROACH TO DELIVERY

Create a more resilient supply chain for digital skills to meet the needs of new entrants to the labour market, as well as others who have become recently unemployed or underemployed.

Work with the VCSE sectors to understand the training gaps within north Manchester.

Ensure that the digital opportunities provided through schools are an effective preparation for pathways to further education and employment.

Work with partners and contractors across north Manchester and capitalise on social value, and look at innovative ways to offer training, employment and apprenticeships in the Digital Sector.

PRIORITY 5:

To contribute towards digital technologies that help to drive the city's Carbon Agenda.

OUTCOMES

Manchester to be carbon-neutral by 2038.

Ensuring digitalisation and the low-carbon agenda are joined up in recovery plans.

Strengthening skills and capabilities with programmes supporting the growth of clean industries and digitalisation.

Promoting the public benefit of data in supporting the transition to low-carbon futures.

Promoting greener digital technology.

APPROACH TO DELIVERY

Large-scale projects, partners and contractors to **explore and conduct research into new and innovative digital technologies** that will drive forward the zero-carbon agenda.

Ensure that digital infrastructure and services are embedded into all buildings, both new and through retrofit, into other infrastructure (including all utilities) and into the natural environment, especially creating smart connectivity in civic places and public spaces.

Use digital connectivity and services to enhance online access to health information and advice, creating new virtual ways of participating in cultural, sporting and leisure activities and wider deployment of telehealth and telecare services to provide digitally enhanced assisted living capabilities and facilities.

Use the carbon-literacy approach to engaging residents and businesses in the process of climate adaptation and resilience, showing how this links with digital inclusion and digital skills.

Educate north Manchester residents on the carbon agenda to ensure that they are taken on a journey with the city's priorities.

THEME 5: ZERO-CARBON

VISION:

To take advantage of the scale and duration of the Victoria North and North Manchester General Hospital development to help the city meet its targets in relation to zero-carbon.

LOCAL CONTEXT (WHY IT'S IMPORTANT)

- The Council declared a Climate Emergency in July 2019, which recognised the need for the Council, and the city as a whole, to do more to reduce CO₂ emissions and try to lessen the effects of climate change. This also committed the city to become zero-carbon by 2038 at the latest. It's everyone's responsibility in Manchester to work towards these goals.
- The Council's Climate Change Action Plan 2020–25 has been developed with clear actions that can be taken forward by the city and its partners (these are given a saving by tonne of CO₂ where applicable). We want contractors and partners to input into this process and help us deliver these actions.
- Zero-carbon is central to the future development of the city and to ensuring a 'green recovery' from the COVID-19 pandemic. When consulted, people told us it's really important for them to have access to high-quality natural environments and that we continue to create options for sustainable travel. To give more context to this, the recently launched Manchester Economic Recovery and Investment Plan has green recovery at its core and includes £289.4million of zero-carbon projects that have been submitted to the Government.
- Transformational development projects like Victoria North and North Manchester General Hospital are now providing an opportunity for the city and our partners to develop high-quality zero-carbon neighbourhoods and health provision. We aim to increase the use of nature-based solutions to both adapt to the impacts of climate change and improve green and blue infrastructure. We want to see investment in active-travel projects that will support our residents to shift towards more sustainable transport modes.

PRIORITIES:

1. Reduce carbon emissions in the city by building zero-carbon buildings.
2. Promote carbon-neutral and active modes of travel among the residents and working population of north Manchester.
3. Reduce consumption-based emissions and influence suppliers and contractors.
4. Prioritise nature-based solutions and other green and blue infrastructure within large-scale projects in north Manchester.
5. Influence positive behaviour-change across north Manchester's residents and workers

OPPORTUNITIES:

The approaches outlined in the following section should fit within the following overarching requirements:

- The opportunities presented within both Victoria North and North Manchester Health Campus should consider wide-ranging multi-agency approaches to contribute to the city's zero-carbon agenda.
- To use contract and commissioning to scope out the opportunities within the regeneration projects in north Manchester.
- To encourage individual consultant and contractor teams to contribute their own experiences and ideas towards the city's carbon priorities.

- To work with VCSE, residents and businesses within north Manchester to influence and encourage positive behaviours within neighbourhoods.
- To work with VCSE and organisations to help promote home-grown food among communities to tackle food poverty and reduce food miles.
- To help Manchester's sustainable and inclusive recovery from COVID-19.

PRIORITY 1:

Reduce carbon emissions in the city by building zero-carbon buildings.

OUTCOMES

Large-scale regeneration projects in North Manchester to build zero-carbon buildings.

Retrofit programmes to be launched across north Manchester.

APPROACH TO DELIVERY

Zero-carbon buildings to be included in the vision of SRFs and other frameworks as standard.

North Manchester General Hospital and Victoria North to ensure that contractors, consultants and supply chains **build zero-carbon buildings**.

Contract and commissioning to be used to influence contractors. For example, ensure that sustainable procurement is built into contracts using environmental weighting of at least 10%.

Research and feasibility studies to be conducted specifically in north Manchester to provide a range of opportunities for retrofit.

Explore options in north Manchester for buildings to become energy generators.

PRIORITY 2:

Promote carbon-neutral and active modes of travel among the residents and working population of north Manchester.

OUTCOMES

To ensure that all strategies and plans for travel in north Manchester are built with zero-carbon at the forefront.

APPROACH TO DELIVERY

Multi-agency approach to service modelling across north Manchester.

Explore options for **external funding and research into active modes of travel** for residents and businesses in north Manchester.

Use strategies such as the City Centre Transport Strategy to **influence partners into looking at implementing active modes of travel** within new developments.

Improve the built environment to encourage a **change of behaviour among residents**, workers and visitors to north Manchester.

PRIORITY 3:

Reduce consumption-based emissions and influence suppliers and contractors.

OUTCOMES

Contractors and their supply chain to help the Council reach its carbon agenda ambitions.

APPROACH TO DELIVERY

Build into contracts a minimum of 10% weighting focused on questions relating to the environment and sustainability.

Continue to work with contractors, suppliers and partners to explore and promote more sustainable materials.

PRIORITY 4:

Prioritise nature-based solutions and other green and blue infrastructure within large-scale projects in north Manchester.

OUTCOMES

North Manchester to become a spearhead for nature-based solutions.

To build and improve green and blue infrastructure across north Manchester with a focus on climate adaptation and carbon sequestration.

APPROACH TO DELIVERY

Look at new and emerging technologies to install new and improved green and blue infrastructure across north Manchester.

Engage with leaders and experts in the area to explore the opportunities, including the universities.

Learn from and liaise with colleagues from other schemes across the city who have implemented nature-based solutions, including West Gorton Park and Mayfield.

PRIORITY 5:

Influence positive behaviour-change across north Manchester's residents and workers.

OUTCOMES

Residents, businesses and workers across north Manchester are fully aware of and contributing to the city's ambitious climate agenda.

APPROACH TO DELIVERY

Manchester City Council and its partners to continue to write and review policy that encourages zero-carbon activity across the city and specifically in north Manchester.

Projects to liaise and work with the Climate Neighbourhood Officer for north Manchester.

The Council's Neighbourhoods Team to continue to engage with residents and promote the Climate Ward Action Plan.

Carbon Literacy to be promoted to and accessed by north Manchester residents to increase their awareness of Manchester's Climate Emergency and their individual responsibilities.

Ensure projects link in with Manchester's Climate Change Agency for advice and guidance, including the Zero-Carbon Communities programme.

Large-scale projects, such as Victoria North and North Manchester General Hospital, to connect to the Skills for a Zero-Carbon Economy group.

Large-scale regeneration projects in north Manchester to work with VCSE organisations that aim to tackle food poverty, via promotion of 'Grow your Own' and food education.