

GREATER MANCHESTER ECONOMY, BUSINESS GROWTH AND SKILLS OVERVIEW AND SCRUTINY COMMITTEE

DATE: Friday, 11th March, 2022

TIME: 10.30 am

VENUE: GMCA Boardroom, Tootal Buildings - Broadhurst
House , 1st Floor, 56 Oxford Street, Manchester, M1
6EU

SUPPLEME

NTAL AGENDA

8. **Night Time Economy Strategy Report** 1 - 18

To consider the draft GM Night Time Economy Strategy.

For copies of papers and further information on this meeting please refer to the website
www.greatermanchester-ca.gov.uk. Alternatively, contact the following

Governance & Scrutiny Officer: Paul Harris

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This supplemental agenda was issued on Wednesday 9th March 2022 behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

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Greater Manchester Economy, Business Growth and Skills Overview and Scrutiny Committee

Date: 11 March 2022

Subject: GM Night Time Economy Strategy

Report of: Andy Burnham, Mayor of Greater Manchester and Alison McKenzie-Folan, Portfolio Lead Chief Executive for Culture

PURPOSE OF REPORT

This report outlines the draft GM Night Time Economy Strategy, developed by the Mayor of GM's Greater Manchester Night Time Economy Adviser, Sacha Lord, supported by the GMCA Culture and Night Time Economy team.

The Strategy outlines the proposed focus of the Night Time Economy Adviser, and Night Time Economy Panel's work for the next three years, across seven priorities: safety; diversity; workers; transport; national and international partnerships and campaigns; regeneration; and business and sector support.

This report includes the draft strategy document.

RECOMMENDATIONS:





Scrutiny Committee are requested to:

- Comment on the Night Time Economy Strategy (attached)
- Note the Greater Manchester Night Time Economy Strategy

CONTACT OFFICERS:

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Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire				
Impact Indicator	Result	Justification/Mitigation		
Equality and Inclusion	N/A			
Health	G			
Resilience and Adaptation	G			
Housing				
Economy	G			
Mobility and Connectivity	G			
Carbon, Nature and Environment				
Consumption and Production				
Contribution to achieving the GM Carbon Neutral 2038 target				
Further Assessment(s):		Carbon Assessment		
	Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative, with at least one positive aspect. Trade-offs to consider.	 Negative impacts overall.

Risk Management

Risk Management will be covered in the strategy's subsequent implementation plan.

Legal Considerations

N/A

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report:

1

Comments/recommendations from Overview & Scrutiny Committee

TBC

Background Papers

The Greater Manchester Night Time Economy Blueprint – 2019

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

Exemption from call in

N/A

GM Transport Committee

N/A

Overview and Scrutiny Committee

Greater Manchester Economy, Business Growth And Skills Overview And Scrutiny Committee

1. BACKGROUND

- 1.1 In June 2018, the Mayor of Greater Manchester appointed Sacha Lord as the Greater Manchester Night Time Economy Adviser.
- 1.2 The Night Time Economy Adviser is supported by a Night Time Economy Panel, consisting of night time economy operators, Local Authority representatives, VCSE sector representatives and GM-wide organisations such as TfGM and GMCA.
- 1.3 The night time economy is a major part of Greater Manchester's economy, with 464,000 people working in jobs or businesses that are significantly active at night, accounting for around 33% of the Greater Mancunian workforce, Greater Manchester's culture and leisure offer (as well as the retail sector and infrastructure that supports it) accounts for 42% of employment in the night time economy (197,760 jobs). 24-hour health and social care accounts for 32% (145,000), and other night-time economic activity (e.g. manufacturing and logistics) account for 26% (120,625).
- 1.4 The Night Time Economy Adviser continues to meet, and work with Leaders, Chief Executives and senior officers from across Greater Manchester to understand the night time economy in each district, and how his role and the work of the team may add value.
- 1.5 In 2019, we launched the Greater Manchester Night Time Economy Blueprint. Recognising that GMCA had not worked specifically on night time economy policy before, and that the role of Night Time Economy Adviser was a new appointment, the blueprint ran for one year. Unfortunately, just as the one year strategy was complete, the pandemic began.

- 1.6 It was felt that developing a new strategy mid-pandemic was not appropriate or the best thing for the sector, so a Recovery Blueprint was launched, designed at supporting the sector's businesses and employees to get through the pandemic.

2. NIGHT TIME ECONOMY STRATEGY

- 2.1 Sacha Lord, the GM Night Time Economy Adviser has developed this strategy, based on feedback and discussion he has had with GM colleagues, operators, workers and national organisations. The Strategy outlines the proposed focus of the night time economy adviser, and night time economy panel's work for the next three years.
- 2.2 The Strategy is divided into seven priorities: safety; diversity; workers; transport; national and international partnerships and campaigns; regeneration; and business and sector support.
- 2.3 The implementation plan for the strategy will be updated annually based on the changing landscape for the sector as it continues to recover from the pandemic. The strategy will also be subject to ongoing review to prioritise the safety on women and girls.
- 2.4 It is recognised that there are already well established arrangements for managing the night time economy in Manchester City Centre, where different solutions are needed compared with other parts of the conurbation. The Strategy is not intended to alter or influence those arrangements. Instead, the Strategy offers the most value to the districts beyond the traditional urban core, where the night time economy might not be as developed or diverse.
- 2.5 The night time economy work will focus strongly on strengthening and developing thriving night time economies in the region's town centres; where partnership working is already underway in some boroughs, including newly established Purple Flag status, additional Purple Flag applications, a GMCA officer secondment, and a night time economy taskforce.
- 2.6 The proposed GM Night Time Economy Strategy is attached.

3. RECOMMENDATIONS

- 4.1 The recommendations can be found at the front of this report.

Night Time Economy Strategy 2022-2024

Vision and Context:

GREATER MANCHESTER WILL BE ONE OF THE BEST PLACES IN THE WORLD TO GO OUT, STAY OUT, WORK AND RUN A BUSINESS BETWEEN THE HOURS OF 6PM AND 6AM.

Our vision for Greater Manchester's night time economy remains unchanged from our first Blueprint in 2019. We will celebrate the unique offer of each of our ten districts, recognising the importance of the night time economy to the vibrancy of our towns, cities and high streets. Our restaurants, bars, clubs and cultural organisations will be high quality, distinctive, safe, enjoyable and accessible. Businesses will be supported to start and grow and workers will be supported to develop skills and have good careers. We will work with employers to mitigate the pressures of working through the night, from staff safety and reduced transport options, to poor physical and mental health. Businesses operating in the evening, night time and early morning will work closely with our public and emergency services to deliver a night time economy that works for everyone.

We cannot talk about our night time economy without talking about the disastrous impact of the pandemic. Sadly we have lost hundreds of night time economy businesses and thousands of workers (Night Time Industries Association, 2021). We estimate that it will take between three and five years for the sector to recover to pre-pandemic levels. In addition to the billions of pounds of debt taken on by the sector and the continued difficulty in operating as restrictions have lifted, there is a real workforce shortage with many former night time workers moving into different sectors or careers (Night Time Industries Association, 2021). If we are to bring those workers back into the night time economy alongside new talent and personnel, we must develop an employment offer that is more appealing than before with better pay and conditions, a more supportive working environment and opportunities for training and in-work progression.

Statistics:

Greater Manchester:

- 464,000 People work in jobs or businesses that are significantly active at night. This is around 33% of the Greater Manchester workforce.
- Greater Manchester's culture and leisure offer (as well as the retail sector and infrastructure that supports it) accounts for 42% of employment in the night time economy (197,760 jobs). 24-hour health and social care accounts for 32% (145,000), and other night-time economic activity (e.g., manufacturing and logistics) account for 26% (120,625).

- 89% of businesses in Greater Manchester are micro-sized, employing 0-9 people.
- There were 98.4 business births per 10,000 residents of working age population in Greater Manchester in 2019, compared to 93.5 in the UK
- Between 2010-21, there was a 35% drop in the number of nightclubs (-150) and a 17% drop in the number of pubs and bars (-310) in Greater Manchester. The number of food establishments is rising. The number of restaurants and cafes, both licensed and unlicensed, has risen by 86%.
- Between 2015 and 2019 employment in the night time economy grew by 10.5%, broadly in line with the wider GM economy. Within this, employment in cultural and leisure activities grew by 9%, 24-hour health and personal social services grew by 11% whilst activities which support wider social and economic activities grew by 22%.

Covid related:

- The volume of vacancies in the Accommodation and Food Services sector has accelerated rapidly since mid-March. By the end of August 2021 there were almost four times as many jobs being advertised in the sector in GM than in the equivalent week in 2020. This reflects wider national trends for shortages in skilled roles in the sector, particularly amongst chefs and front of house staff.
- Data from the Business Growth Hub's survey of GM businesses has consistently shown that the Hospitality, Leisure and Tourism sector (comprising a significant part of the night time economy) has been amongst the most severely affected by the Covid-19 pandemic. In the nine months to May 2021, around a fifth more businesses across the sector reported decreased sales, cashflow issues and limited cash reserves than the average for GM businesses.
- The Accommodation and Food Services sector has been amongst the biggest users of the Government's furlough scheme during the pandemic. Since the scheme's inception in March 2020, an estimated 110,000 GM residents working in the sector have been furloughed.
- GM businesses have borrowed an additional £3.1 billion through the Coronavirus Business Interruption Loan Scheme and the Bounce Back Loan Scheme. The data provided by the British Business Bank does not allow for analysis of this total figure by sector. However, given their exposure to trading pressures during the pandemic, it is likely that a substantial proportion of this debt will have been taken on by night time economy businesses.
- In the past 12 months, Accommodation and Food Services has experienced the largest number of redundancies of any sector in GM (as recorded via HR1 notifications). This is more than double the number seen in any other sector.

Safety:

Safety has always been our priority in Greater Manchester's night time economy. Not just for those residents and visitors enjoying themselves at night, but also for the

thousands of workers who deserve to work in a safe and secure environment. We will work with community safety partnerships to support in the development of safety schemes where there is significant demand at night.

During consultation, it was clear that safety continues to be a primary concern. Pre-pandemic we worked with St Johns Ambulance and colleagues at GMP and Wigan Council to deliver several safety haven pilots. This was vital in providing a safe space for people on a night out who may have felt vulnerable, had too much to drink, needed someone to talk to, or simply to charge a phone to get home. The pilot in Wigan was hugely successful and helped to reduce ambulance call outs and triage those who otherwise would have gone to A&E. The pandemic restrictions and subsequent closing of the hospitality sector meant that there hasn't been the need for this provision since March 2020. Now that the sector is opening again, we want to see a reintroduction of the safety havens and extend them to more areas across Greater Manchester.

We want a night time economy that is safe and welcoming for everyone, regardless of their gender, ethnicity, beliefs or background. Sadly this is not always the case. The increase in reports of drink spiking, substance misuse and gender-based violence indicate that our night time economy is not where we want it to be. We will work as part of this strategy and beyond to have a truly welcoming and safe night time economy for all.

The high turnover of staff in our night time economy, particularly in the hospitality industry, can leave some workers without the most up to date safety training, skills or knowledge. Investment and training for our workforce is vital (in what is often the least invested in section of the economy). A safe and welcoming night time economy for all is dependent on workers, on the frontline, being equipped and confident in how to keep everyone safe. We will work with partners across Greater Manchester to develop training initiatives focussed on the safety of women and girls at night, aligning with the Greater Manchester Gender Based Violence Strategy, Community Safety Partnerships across Greater Manchester and our recently established Anti-Spiking Partnership.

We remain committed to seeing all boroughs of Greater Manchester achieve Purple Flag status, a nationally recognised award showcasing that they have a safe, vibrant, diverse and welcoming night time economy. Since we published our first night time economy Blueprint, Bury has retained its Purple Flag status and Stockport has achieved it for the first time. We will work with all those areas in Greater Manchester who also want to achieve accreditation.

Case Study: King Street Safety Haven Pilot, Wigan

As part of the St John Ambulance (SJA) Winter Pressure Project, supported by NHS England, St John Ambulance ran a safety haven pilot based on King Street in Wigan. Jointly organised by the Night Time Economy Adviser, Wigan Council and St John Ambulance, the project provided help, support, first aid, advanced medical support and pastoral care to customers on a night out on King Street. The SJA team did everything from treating people in their treatment centre and avoiding a visit to A&E, to helping vulnerable people charge phones and get taxis home. We are really grateful for St John Ambulance for their work commitment and work to the pilot

project. In total, 96 people were treated in the pilot nights with 78% of those treated and discharged safely to either carry on their night, or head home with a responsible adult.

By March 2024, we will have:

S1: Continued our campaign for all the boroughs of Greater Manchester to have Purple Flag status in one of their town centres. Safety at night continues to be an issue nationally and having Purple Flag status demonstrates our city-region's commitment to a night time that is safe and secure.

S2: Built on successful pilots at King Street in Wigan, Deansgate Locks in Manchester and Peter Street in Manchester, we will work to deliver safety havens across Greater Manchester, supporting and helping residents who need it, whilst easing the pressure on the NHS and Greater Manchester Police.

S3: Subject to funding, we will develop and deliver safety training for Greater Manchester's night time economy workforce to equip them in making Greater Manchester's night time economy safer for everyone, with initiatives focussed on the safety of women and girls at night.

S4: Created key partnerships, links and training that focus on harm reduction at night. We will support the work and messaging of the Greater Manchester Local Drug Information System, using our platforms such as the Greater Manchester Night Time Economy Office to support the LDIS wherever appropriate. We will also form stronger links with security industry and private sector groups, working with Greater Manchester Police, Community Safety Partnerships and licensed premises to support operations and initiatives that keep people safe on a night-out.

Diversity:

Greater Manchester has some of the most diverse communities in the UK. It is vital that our night time economy is diverse in its offer, reflective of, and accessible to, all our communities across the whole city-region. We don't want there to be any barriers to our night time economy because no one should feel excluded. Our night time economy needs to grow and diversify its audience now more than ever and a more diverse offer means a more diverse audience. Audience confidence around Covid has only increased this with just 28% of people happy to attend cultural events (Cultural Participation Monitor, Audience Agency, September 2021) We recognise that bars, clubs and pubs are not for everyone in the GM community and so we are determined to provide a night time economy offer that provides something for everyone. We have genuinely world-leading cultural organisations and heritage sites across Greater Manchester but accessing theatres, galleries and museums after 6pm can be difficult.

Similarly, interacting with the night time economy can be difficult for older people too. Whether the offer isn't inclusive, or older people don't feel as safe as they should,

age should not be a barrier for residents in GM to integrate into the night time economy and enjoy the city region's nightlife.

We want to remove these barriers and ensure more of our residents and visitors can access and enjoy our nightlife regardless of their age, gender, sexual orientation, ability, ethnic background or religious beliefs. We want to celebrate the different communities and cultures seen across Greater Manchester and engage them fully with the Night Time Economy.

Case Study: Nuit Blanche

In 2002, Paris staged its first ever Nuit Blanche, a festival of the arts with specially programmed events and free entry to the city's museums and galleries between 6pm and 6am. The event has run every year since and acts as a way to highlight the very best of the city. The festival of arts and culture runs from 7pm to 7am on the first Saturday of every October. In the twelve years since Nuit Blanche was established, the event has extended to ten other locations in Europe and seven elsewhere in the world, from Buenos Aires to Kyoto.

By March 2024, we will have:

D1: Delivered a pilot event in GM that is reflective of and caters to our diverse communities. We have some nationally leading events in Greater Manchester, such as Bolton Food and Drink Festival, one of the largest food and drink festivals in the country, and Manchester City Centre's Christmas Markets to build upon.

D2: Worked with a number of cultural and heritage organisations to deliver and market later opening so that more of our communities can access these organisations ensuring our city region's late-night offer will be more diverse for residents and visitors alike. Diversifying our night time offer has been interrupted by the pandemic and associated restrictions, but it continues to be our ambition to bring Greater Manchester in line with other leading European cities by extending the opening hours of our world class culture and heritage assets, making sure more of our residents and visitors know what is on offer for them both in the evening and at night.

D3: Established a relationship with professional and grassroots sports clubs alike to provide free tickets and sessions at night as a way of integrating new arrivals to Greater Manchester. Greater Manchester is one of the most diverse places in the world with a multitude of nationalities and languages spoken. Sometimes these communities can feel marginalised or struggle to adapt to life in a new place, particularly new migrants. Sport is a brilliant way of bringing disparate communities together and finding common interests.

D4: Worked with colleagues from the Greater Manchester Ageing Hub to consult with older residents across Greater Manchester to understand what opportunities our night time economy has for older people whilst also understanding the barriers that exist, helping to make Greater Manchester's offer more welcoming and diverse regardless of age.

Workers:

The insecurity and poor working conditions in the night time economy sector have been exacerbated by the continued uncertainty and trading conditions post-pandemic. There are some exemplary employers across Greater Manchester but sadly there are also too many employers who do not look after their staff. There are too many workers in insecure work marred by zero hour contracts, casual work, and a serious lack of in-work progression, workforce investment and training. We must change this. Without the workers, there is no night time economy and the lack of workforce is arguably the single biggest threat to the recovery, growth and success of the sector. Despite hardships since March 2020, now is the right time to work to improve pay, conditions, mental health and wellbeing and look to develop more career pathways and further professionalise the night time economy. Paying a few more pence an hour is not enough anymore; our workforce demands better, and to ensure that the night time economy has the workers it needs, we must all work to offer more. As with our previous Blueprint, we will do everything we can to make sure workers are supported to have good, healthy jobs, where employers support staff to mitigate the negative impact of working unsocial hours. Ultimately we want Greater Manchester to be the best place to have a career, not just a job, in the night time economy.

Case Study: The Greater Manchester Good Employment Charter

The Good Employment Charter is a voluntary membership and assessment scheme that aims to raise employment standards across the city-region for all organisations of any size, sector or geography. The Charter describes seven key characteristics of good employment:

1. *Secure work*
2. *Flexible work*
3. *A real living wage*
4. *Engagement and voice*
5. *Recruitment*
6. *People management*
7. *Health and wellbeing.*

. It is closely linked with the campaign to make Greater Manchester a real Living Wage City Region. The development of a Good Employment Charter for Greater Manchester was first proposed in Andy Burnham's manifesto for the 2017 Greater Manchester mayoral election. Following extensive consultation, the Charter was introduced in July 2019, with the launch of the Supporter tier. In January 2020, the first six members were announced.

The charter has three levels in which any organisation that employs people can get involved:

1. *Supporters have made a commitment to improving practice in all characteristics of good employment*

2. *Members have made the Supporter Commitment and met the membership criteria in all characteristics of the Charter*
3. *Advocates excel in characteristics of good employment and share their expertise with others.*

. The Charter is committed to creating a community of likeminded businesses and organisations who can work with one another to share good practice and influence peers within their sector. The Charter Unit deliver networking events and webinars throughout the year to highlight and disseminate best practice in addition to recording a popular podcast series with high profile guests from across Greater Manchester.

The Charter has been operational for over a year and has engaged over 400 employers across the city region, covering over 200,000 employees.

By March 2024, we will have:

W1: Increased the number of night time economy businesses who are committed to paying the real living wage and worked with the Good Employment Charter team to develop a bespoke version of the good employment charter specifically for the night time economy.

W2: Connected the newly established Night Time Economy Office with a number of mental health charities so that we can signpost night time economy workers to get the help and support they need.

W3: Worked with our Work, Skills and Education Directorate to deliver training to a large cohort of night time economy workers, helping to identify progression pathways and providing the funding needed to help them upskill and professionalise in the industry.

W4: Delivered a series of public campaigns promoting the night time economy as a viable long term career choice, with the opportunity to progress, develop and professionalise in the sector.

Transport:

Transport at night is essential for our night time economy to function. Workers and customers need to be able to move around as safely, affordably and efficiently as possible. This requires a properly integrated transport system that means our residents, workers and visitors can access all of the opportunities of the night time economy, regardless of the time of day. We previously worked with Transport for Greater Manchester (TfGM) to understand how our residents felt about travelling at night. Our pre-pandemic night time transport survey in 2019 was one of the best responded to surveys we have ever ran. It told us how residents feel about transport, what the positives of our transport network is and what needs to be improved. It also led to us running a later night tram pilot on the Metrolink network. We will continue to work with TfGM and private partners to explore innovative ways to ensure that

transport isn't a barrier to our night time economy's recovery growth. Regardless of location within the city-region, our public transport network must get people to where they need to go at the time they need to get there, whether that's during the day, the middle of the night or after a night out or shift has finished.

By March 2024, we will have:

T1: Working with TfGM, we will develop a business case, building upon our previous extended hours tram pilot to deliver another later night transport pilot for a longer period of time across multiple modes of public transport that tests the viability of later night public transport across the city region in conjunction with TfGM, partners and the business community.

T2: Worked to better understand and mitigate people's concerns with using public transport at night, most notably safety concerns in line with Greater Manchester Police's proposed approach.

T3: Worked with Transport for Greater Manchester to support the new Bee Network bicycle hire scheme and promote its 24-hour availability.

T4: Promoted the new GM Minimum Licensing Standards for taxis, encouraging residents and visitors to use those taxis that are visibly recognisable as having adopted the new standards.

Case Study: Munich

With an urban area population of 2.6m, Munich's population is comparable to that of Greater Manchester and the third largest city in Germany by population. Home of the internationally renowned Oktoberfest, Munich welcomes more foreign visitors annually than any other German city. In 1994, Munich introduced a night tram service. Currently trams run hourly between 01:30 and 04:30 during the week and every 30 minutes at the weekend on four of Munich's thirteen tram lines. Night buses also run regularly.

National and International Partnerships and Campaigns:

The night time economy was one of the sectors hardest hit by the pandemic. This saw it become more prominent and considered nationally. Equally international factors such as the UK leaving the European Union have had significant consequences for the sector. Despite Brexit and the pandemic, there have been national and international displays of solidarity, support and collaboration across our night time economy. No more has this been the case than the international network of United We Stream, formed in Berlin with Greater Manchester as the second site and subsequently expanding to 115 cities and countries across the world.

Closer to home, the partnership and support from Local Authorities across Greater Manchester and industry and trade bodies such as the Night Time Industries Association, UK Music and UK Hospitality have provided leadership and a voice for

the sector. It is vital that the sector in Greater Manchester, nationally and internationally, does not lose this voice and platform post-pandemic.

Beyond partnerships nationally and internationally, it is important to acknowledge national Government support of the sector, for example the Eat Out to Help Out campaign and reduction in VAT. This was a lifeline for the night time economy and undoubtedly kept many businesses trading as well as supporting their stabilisation and beginnings of recovery as the country opens up again. Removing all the concessions given just as the sector finds its feet risks undoing all of the positive interventions of the pandemic. We should look for ways to support the phasing of these economic interventions and to continue to support as many businesses, employers and workers as possible.

By March 2024, we will have:

C1: Campaigned for more regions across the UK to appoint champions for the night time economy sector to show a commitment to the recovery, growth and importance of this vital industry.

C2: Campaigned nationally to keep VAT frozen at 12.5% in the hospitality culture, leisure and night time economy sectors to support recovery.

C3: Worked to develop a global network of night time economy advisers, mayors and tsars to share best practice and act as a united voice for the sector internationally.

C4: Developed links with organisations who work with those experiencing or at risk of homelessness in Greater Manchester, supporting them where appropriate to find employment and training opportunities in the night time economy.

Regeneration:

Our high streets and town centres have been changing for decades with retail use in decline and no longer enough alone to make our high streets the vibrant, exciting and busy places they should be. Sadly the pandemic has exacerbated the challenge of vacant shop units and declining visitor numbers on our high streets. Public confidence, working from home and the residential movement away from urban centres have all further contributed to this decline. Opportunities exist to reverse this trend. The night time economy will play an essential role in serving new consumer demands and moving towards an experience-led high street, bringing visitors and vibrancy back to our town and city centres.

Whilst consumer confidence is still relatively low currently, so too is the confidence of business owners and workers who are so essential to the success of our night time economy. We must use all of the public sector assets and levers available to support the night time economy as a vehicle for revitalising our high streets and breathing life back into our centres post-pandemic. In Oldham, the development of a Creative Improvement District (CID) has started this process and we will continue to work with

Oldham Council and businesses to develop a thriving creative and night time economy sector which , brings new businesses, creatives, individuals, good jobs and visitors to the town.

Inevitably, the introduction of new night time businesses in town centres can cause conflict with residents. We have always been supportive of the Agent of Change principle and will continue to advocate for its implementation across Greater Manchester in planning services. The Agent of Change principle puts responsibility for mitigating impacts from noise-generating activities on the party making the new change or development, i.e. the person or business responsible for the change must also be responsible for managing the impact of the change. The adoption of the agent of change principle now will mean that our town centres and high streets are future-proofed and should stop noise-related issues arising in the future.

Fundamental to the success of a town and its night time economy is perception. Some of our towns suffer unfairly because their night time economy is perceived as unsafe, not diverse in offer, or simply doesn't receive the promotional support it should. Large scale events are a key way of changing this, providing alternative experiences for residents and encouraging new visitors. We will support those in Greater Manchester who want to harness their night time economy to reinvigorate their town centres and high streets.

Case Study: Creative Improvement District, Oldham

In Oldham Town Centre we have been working with the Local Authority to develop a Creative Improvement District (CID). The CID is a defined geographical area that looks to utilise public sector levels and assets to develop creative and night time economy industries. The pilot in Oldham is looking at using the public sector estate, business rates relief, local business support and advice, access to funding and loan schemes as well as delivering a series of events to increase footfall and drive visitor numbers back to the town centre. We recognise the decline in retail and the need for experience-led events and leisure opportunities to encourage visitors post-pandemic. A series of events will be delivered as well as the ambition to bring new creative businesses in to the area and develop and grow the creatives, individuals and night time economy businesses that already exist in the borough.

By March 2024, we will have:

R1: Begun working with at least three other boroughs in Greater Manchester on the Creative Improvement Districts concept, learning from our pilot approach in Oldham and adopting a clear set of success measures.

R2: Continued to advocate for Agent of Change across Greater Manchester's town and city centres with a pilot agent of change location to test the approach before wide roll out.

R3: Delivered at least three large scale town centre and high street events, driven by the night time economy with the explicit intention of changing perceptions, having a diverse offer and encouraging new visitors to our districts.

Business and Sector Support:

It is no secret that the last eighteen months have been incredibly difficult. The night time economy has been one of the worst affected sectors, and subsequently, it will take some time for the sector to recover to pre-pandemic levels. It is vitally important that we do everything possible to support the sector through its recovery. Greater Manchester's Local Authorities have worked tirelessly to support night time economy businesses through the pandemic, from licensing flexibility to distribution of the covid support grants. But we can always do more.

Case Study: Greater Manchester Night Time Economy Office

In 2020 we committed to establish and launch a Greater Manchester Night Time Economy Office. The office is housed and run by Greater Manchester Combined Authority's Culture and Night Time Economy Team and offers a signposting service for business owners and workers within the night time economy. Working with partners from across Greater Manchester's ten Local Authorities, colleagues in GMCA, as well as business advice services such as the Growth Company and national and international organisations, we will direct queries from employers and employees on anything from licensing queries to training and employment opportunities.

By March 2024, we will have:

BSS1: Relaunched the Night Time Economy Office set up during the pandemic. The office will act as a signposting service in which night time economy employers and employees can ask questions and gain answers and direction to any concerns they have in light of COVID-19 and the ongoing uncertainties surrounding the sector. Although this service was well received by both employers and employees, it did not gain media attention due to the ever-changing uncertainties surrounding COVID-19 and the sector as a whole. We hope that by relaunching this service and running a significant media campaign, we will highlight the support available to the night time economy and act as a key point of contact for businesses and workers alike.

BSS2: We will have delivered night time economy surgeries in each of our boroughs. Once a month we will work with partners from Local Authorities, the Growth Company and other key partners to deliver business advice surgeries in one of our boroughs for those existing night time economy businesses that need support but also for those who have never run a business but want to set up in the night time economy.

BSS3: Developed innovative ways of generating funding and investing to provide pan-Greater Manchester support services at night such as later transport or mental health support services for workers.

BSS4: We will have built a network of LA officers across Greater Manchester who will act as a key point of contact for night time economy businesses. Often it can be difficult for night time economy businesses to find the relevant teams in Local Authorities. Teams that support the night time economy are often based in different parts of the public sector from licensing through to business support.

Conclusion:

Since March 2020, working or running a business in the night time economy has been incredibly difficult and we have seen massive changes to the sector. We estimate it will take between three and five years for the sector to recover from the pandemic. However, now is the time for us to look to rebuild and grow the sector to be a better environment for workers than it previously was and a better place for businesses to start, grow and thrive. Over the next three years we will continue to work to make Greater Manchester one of the best places in the world to go out, stay out, work and run a business between the hours of 6pm and 6am.

Implementation Plan:

Theme	Q2 2022	Q3 2022	Q4 2022	Q1 2023
Safety	Purple Flag support across GM including submissions where developed		Safety Training offer across GM - requires development and funding	Subject to funding and development - roll out of Safety Havens across multiple boroughs where demand is present
Diversity		Alternative late night GM offer pilot with wider audience - requires development and funding		Second late night GM offer pilot with wider audience - requires development and funding
Workers	Workforce training offer with Work and Skills Directorate	Bespoke Night Time Economy Good Employment Charter Launch - subject to development		
Transport	Subject to funding arrangement with DfT - development of Late night bus/tram pilot offer		Listening events - transport at night safety concerns	
National and International	Night Time Economy event - Dublin with Liverpool City Region and Irish Government	UK-wide Night Time Economy Conference with GLA and BCC		
Regeneration	Flagship event for CIDs pilot project	Establishment of two additional CIDs in two additional GM Boroughs	Establishment of two additional CIDs in two additional GM Boroughs	Establishment of two additional CIDs in two additional GM Boroughs
Business and Sector Support	Relaunch of the Night Time Economy Office	Night Time Economy Business Advice Surgeries	Night Time Economy Business Advice Surgeries	Night Time Economy Business Advice Surgeries

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