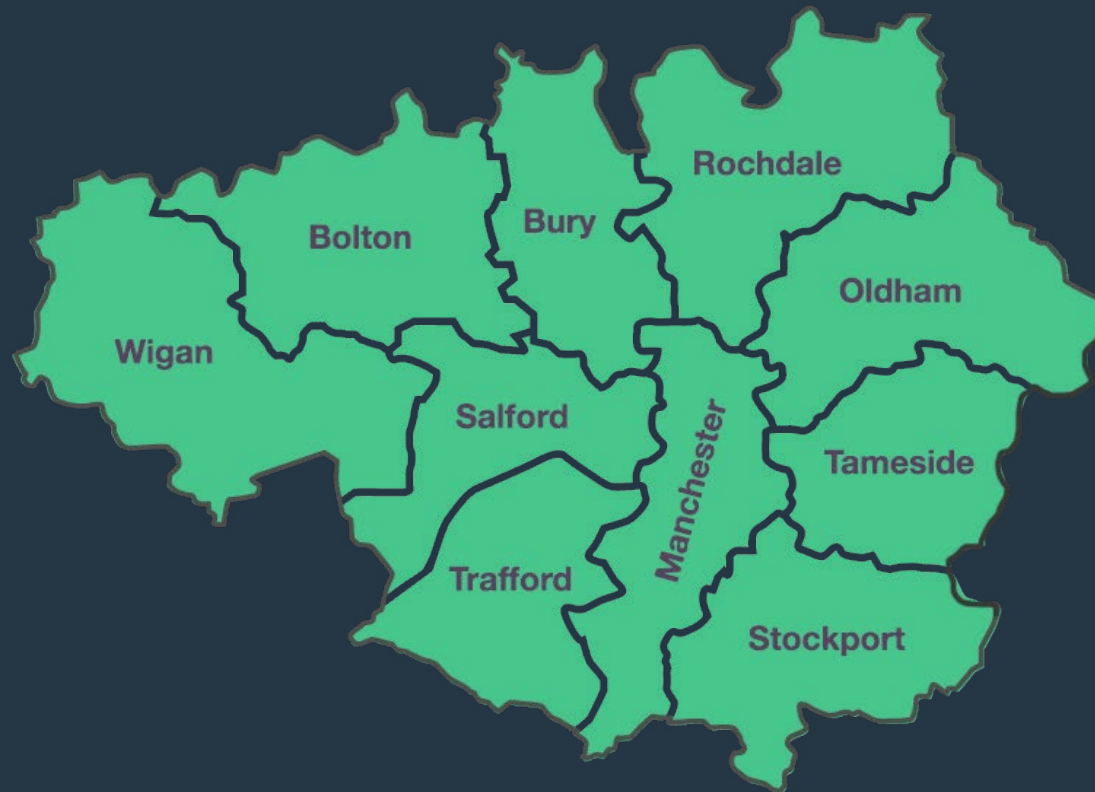


ANDY BURNHAM

MAYOR OF
GREATER
MANCHESTER

NIGHT TIME ECONOMY BLUEPRINT

SACHA LORD
Greater Manchester's Night Time Economy Adviser



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FOREWORD



Greater Manchester is known across the country and beyond for its thriving nightlife. We are nationally and internationally synonymous with live music, and around one third of our workforce work in jobs or businesses that are significantly active at night - from our NHS to Manchester Airport to our cultural and leisure sector.

When I appointed Sacha Lord as Greater Manchester's first ever Night Time Economy Adviser, I said I wanted us to build on this strong reputation and make our night life even better - for residents, visitors, and those who work in the sector.

I can think of no one better than Sacha to do this job. He brings with him a wealth of experience, and is a real Greater Manchester success story.

Sacha also understands that a thriving night time economy is not just about pubs and clubs. It is about ensuring our towns and cities offer something for everyone, whether they are working, shopping, celebrating or just catching up with friends.

I have asked Sacha to develop a series of priorities, recommendations and suggestions for the next 12 months on how we can diversify, strengthen and grow our Night Time Economy, ensuring it is accessible for all our residents and visitors.

These proposals are based on a series of meetings Sacha has held across Greater Manchester with workers, customers, operators, local authorities and other key stakeholders.

I want Greater Manchester to 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.

Let us work together to make it happen.

Andy Burnham, Mayor of Greater Manchester

INTRODUCTION



We are presently at a defining moment in UK history.

With uncertainty in the economy and the traditional High Street as we know it changing, in my opinion, the Night Time Economy plays a more important role than ever before. It's already proven that during unsettling times, times of austerity and uncertainty, the one area that thrives, is that of the Night Time Economy.

The leisure industry especially, bucks the trend during periods like this. Across Greater Manchester, theatre admissions are at an all time high and we are seeing more restaurant openings than ever before, including the biggest UK restaurant opening of 2018 with The Ivy.

The Night Time Economy is the fifth biggest industry in the whole of the UK employing nearly 10% of the whole of the UK work force. Greater Manchester alone has 414,000 employees working between the hours of 6pm and 6am.

If you ask anyone in the world what they associate with Manchester, the answer will almost definitely be football and music. The teams are doing the talking on the pitch, whilst our rich tapestry of music and culture is referenced time and time again.

The Greater Manchester is made up of ten districts, each with their own strengths and successes. By building on those strengths and putting people together to create the correct conditions, we can improve the Night Time Economy and celebrate, develop and promote a diverse and inclusive offering.

I think Greater Manchester is the best place in the world. Our history, creativity, inventiveness and resilience have made us what we are. While we always need to give a respectful nod to the past, we now have to look towards the future and build on what we have already achieved.


Sacha Lord, Night Time Adviser, Greater Manchester

VISION & 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.

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 define the night time economy as operating between the hours of 18:00 and 06:00. The night time economy encompasses all activity taking place between those hours, from shift workers in Trafford Park, and nurses in North Manchester General Hospital, to bar staff in Stockport, taxi drivers in Bury and those attending live music or cultural venues across the city region.

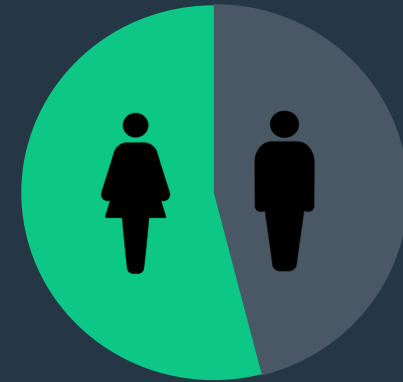
A wide range of different industries and occupations work nights; as well as Greater Manchester's core culture and leisure offer; this includes retail, transport, accommodation, security, health and social care, logistics, and manufacturing. Culture and leisure businesses tend to be concentrated in the city centre and town centres. We recognise that there are already well established arrangements in place in some parts of the city-region, such as the city centre, and will work with local partners where appropriate to support and add value.

However, Greater Manchester's 24-hour health and social care, and manufacturing and logistics sectors are more widely spread across Greater Manchester. The Night Time economy has been more resilient to the recession than the rest of the economy.

STATISTICS

414,000

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 44% of employment in the Night time economy (181,000 jobs). 24-hour health and social care accounts for 32% (132,000), and other night-time economic activity (e.g. manufacturing and logistics) account for 24% (101,000).

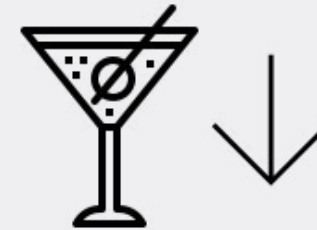
Employment in the Night time economy in Greater Manchester is approximately 46% male and 54% female. In the rest of the Greater Manchester economy, employment is approximately 52% male and 48% female, explained by a predominance for female employment in 24-hour health and social care. All other Night time economy sub-sectors are more male than female. A higher proportion of female workers across all sections of the Night time economy work part-time compared to male workers, particularly in core nightlife & culture, and retail, transport, accommodation.



84% of businesses in Greater Manchester are micro-sized, employing 0-9 people

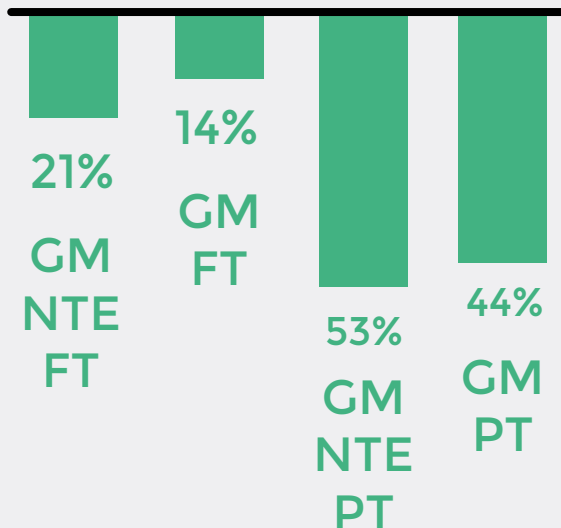


There were 132 business births per 10,000 resident working age population in Greater Manchester in 2017, compared to 92 in the UK.



Between 2010-17, there was a 27% drop in the number of nightclubs (-115) and 14% drop in the number of pubs and bars (-250) in Greater Manchester. The number of food establishments is rising.

Real Living Wage £9



Around 21% full-time Night time economy workers earn less than the living wage, compared to 14% across all Greater Manchester full-time workers. For part-time workers it's even more striking, around 53% of part-time Night time economy workers earn less than the living wage (compared to 44% of all part-time employees in Greater Manchester).



Since 2001, Employment in the Night-Time Economy has grown 45% faster than the rest of the Greater Manchester economy.



PRIORITIES



1

SAFETY

2

CONNECTIVITY

3

DIVERSITY

4

SKILLS, CAREERS AND WELLBEING

5

REGENERATION AND INTERNATIONAL REPUTATION

SAFETY

Consultation events and conversations with workers, residents and partners have revealed the importance of safety to everyone involved in the night time economy. Concerns raised are particularly acute in the context of ongoing public sector reductions. In Greater Manchester, there are 2000 fewer police officers than there were in 2010, and 1000 fewer police staff. Over this period, Greater Manchester Police has also seen a reduction in its budget of £215m. We have had a number of high profile tragedies and have heard too many stories about customers and artists not feeling safe, welcome or supported in venues. We all have a duty to look after each other on a night out and to ensure those who are there to keep us safe, from security staff to volunteers, are appropriately trained and supported to do their job, as they are often the first respondents when an incident occurs.

Key Partners:

- Village Angels
- Street Pastors
- Safety Haven Providers
- Greater Manchester Health and Social Care Partnership
- Local Authorities
- Security Industries Association
- Operators
- Greater Manchester Police

Case Study: The Village Angels

The Village Angels are a team of volunteers who have been providing support and assistance to people in need in the Village since 2011. Every Friday and Saturday night, the volunteers patrol the Village from 9pm to 3am, keeping vulnerable people safe. The support provided by the Village Angels is incredibly diverse in its nature. At times, the Village Angels will act as a mobile tourist information bureau, offering directions and information to people who have come out to enjoy the LGBT space. The Angels will also respond to serious incidents. These range from helping people to report crimes to responding to mental health crises and helping people who are alone and vulnerable to get home safely.

By April 2020 we will have:

- Completed at least two Safety Haven pilots across Greater Manchester
- Commitment to, and funding for, at least one permanent Safety Haven (subject to the results of the pilot projects)
- Drink-aware operating across Greater Manchester



CONNECTIVITY

Connectivity is essential for a thriving, vibrant and growing night time economy. Between the hours of 6pm and 6am, people must be able to move around Greater Manchester for work and leisure. To be successful and sustainable, our communities, town centres and high streets need to be accessible and our night time economy businesses need to be supported to maintain high standards and share information and best practice. Any successful, truly 24-hour city-region is served by a good quality, transport offer. We need to make sure that our residents and visitors can reach all of the opportunities available to them, regardless of the time of day.

We have been working with Transport for Greater Manchester to understand the current night time transport offer; why people move around, where they go, and what mode they use. If we are to ensure night time transport works for our residents, we first need to understand what travel at night looks like.

Where possible and necessary, we will partner with public and private providers to better align provision and need. We will draw on national examples, such as TfL's recent development of the 'night tube' and international examples of 24-hour cities, such as Berlin, Milan and Munich to ensure that connectivity is not a barrier to the growth of the night time economy.

Key Partners:

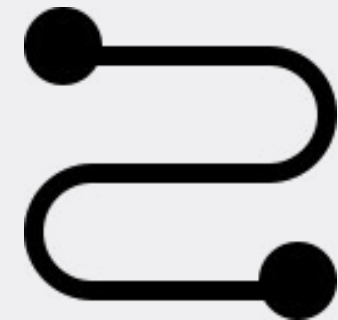
- Bus Operators
- Train Operators
- Transport for Greater Manchester
- Businesses across Greater Manchester
- Local Authorities
- Pub and club networks
- Best Bar None

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 13 tram lines. Night buses also run regularly too.

By April 2020 we will have:

- Developed a better understanding of the demand for night time transport
- Learning from the results of the survey, developed the business case and potential pilots for increased coverage, and innovative solutions to night time transport.
- Created a connection to all of the existing pub and club networks across Greater Manchester, supporting the establishment of networks where appropriate and sharing best practice.



DIVERSITY

We want our night time economy to be diverse, reflective of, and accessible to, all of our residents, regardless of age, gender, sexual orientation, ability, ethnic background or religious belief; namely, a night time economy where there is something for everyone, because diversifying the offer will diversify the customers. We must diversify our offer across Greater Manchester, drawing on the individuality of our places, to ensure that none of our diverse communities or residents feel excluded from our night time economy.

Greater Manchester has an incredible cultural offer, from theatres and music venues to galleries, museums and large-scale public events. In other major European cities, such as Stockholm or Tallinn, residents and visitors can access high quality culture and leisure organisations late into the evening, and still be in a position to have a coffee or meal afterwards. If Greater Manchester is to develop a world-leading night time economy we need to understand, expand and better promote the night time offer across our city region.

Key Partners:

- Cultural organisations
- Greater Manchester businesses
- Visit Manchester
- Marketing Manchester
- Greater Manchester Ageing Hub

Case Study: Nuit Blanche

A diverse offer that appeals to the widest possible range of residents will be key to success of Greater Manchester's night time economy. A thriving club scene is one thing, but without an offer for families, under 18s or people who don't drink, that offer can become one dimensional and exclusive. In 2002, Paris first staged its first ever Nuit Blanche, a festival of the arts with a programme of 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.

By April 2020 we will have:

- Engaged with a number of cultural organisations across Greater Manchester who will test the viability and pilot the potential for a series of 'later night openings'
- Engagement with a number of cafes, shops and restaurants to test the viability of staying open later.
- Started to map businesses and cultural organisations that stay open later, using MappingGreater Manchester, with a view to this becoming an online resource to connect tourists, visitors and residents with the later offering opportunities across Greater Manchester.



SKILLS, CAREERS & WELLBEING

One of the greatest challenges for the night time economy is an often fluid workforce. Whether working in a night club while at college or university, working a zero hours contract on night shifts at a factory, or a food delivery driver, the night time economy is typified by unstable work, the gig economy, and a lack of in-work progression. This can lead to the night time economy being perceived as a non-viable or desirable career choice. Even for those with more stable employment, such as public sector employees in hospital settings, the mental health and well-being implications of working anti-social hours can be significant.

Despite this, there are excellent examples of careers and businesses being forged in the night time economy. We want to support those entrepreneurs and innovators to start, scale or relocate a night time business to Greater Manchester, ensuring that businesses maintain high standards for both staff and customers, and that workers are supported to have good, healthy jobs, with positive mental health and well-being. Ultimately, we want Greater Manchester to be the best place to have a career, not just a job, in the night time economy.

Key Partners:

- Night Time Operators
- Greater Manchester Health and Social Care Partnership
- Entrepreneurs and innovators
- The Growth Hub
- Promoters
- Greater Manchester's Businesses
- VCSE Sector
- Colleges, training providers and networks

Case Study: Refuge

Restaurants and bars have been criticised recently for a lack of transparency in how tips are taken and distributed to staff, with a number of high-profile cases of less than best practice. There is no one-size fits all approach that will work for every restaurant, pub, bar or club across Greater Manchester, but we do know that transparency, with staff and customers, is key. In June, 2018, The Refuge held a staff vote to establish the fairest way of distributing tips between staff. Staff decided that tips should be pooled and that 50% should go directly to the person who served the table/guest and 50% should be evenly split across the bar, kitchen, hosts; runners, based on the number of hours worked per person.

By April 2020 we will have:

- A voluntary Operators Standard, developed and supported by the best night time operators in Greater Manchester who are committed to ensuring their employees have a safe, supportive and fair working environment with a great workplace culture.
- A business advisory service for those wanting expert advice on starting, scaling or relocating a night time business to Greater Manchester, including workforce planning and development activity.
- Facilitated the connection between night time businesses and mental health and well-being support providers, supporting businesses to access excellent provision where appropriate.
- Conducted research into the skills issues facing individuals and employers in Greater Manchester's night time economy.



REGENERATION & INTERNATIONAL REPUTATION

Greater Manchester has a good reputation for night time events, from grassroots venues such as the Old Courts in Wigan, to sold out concerts at the Manchester Arena and a variety of sporting events at our football stadia. Combined with our musical heritage, and ongoing clubbing culture, Greater Manchester is nationally and internationally significant, but not world leading, and there is undoubtedly a concentration of night time industries in the urban core. We want to ensure that there is a thriving night time offer across all of our communities, towns, city centres and high streets in Greater Manchester; an offer that is distinctive and reflective of our place, driving a unique visitor experience for international tourists, national visitors and residents.

As the traditional model of a retail-driven high street is failing, the night time economy is a powerful tool for the revitalisation of our places. A mixed high street of retail, culture, music, leisure and residential is essential to reinvigorate our high streets; all underpinned by a thriving night time economy, and we must work to ensure that these different priorities (most notably residential and music) can exist in harmony.

Key Partners:

- Local Authorities
- Marketing Manchester
- Night time Operators and businesses
- TfGM
- DCMS

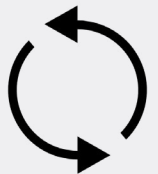
Case Study: Altrincham, Trafford; & Oldham Town Centre

In 1998, when the Trafford Centre opened, the impact was felt in town centres across Greater Manchester, with high streets suffering to compete with the one-stop shop where rain wouldn't ruin your retail or leisure experience. Closures happened, people went into town centres less and incidents of anti social behaviour increased. Nowhere was this more apparent than Altrincham which had one of the worst shop vacancy rates in the country. In eight years, the Trafford town has managed to reduce the percentage of empty shops, from 30% to 9.7%. This is in no small part thanks to Altrincham Market, a renovation of the town's Market Hall, bringing a variety of local producers and makers together under one roof to create a distinctive offer, unlike anything else available in Greater Manchester. On the back of the success of the market, many high quality, independent restaurants and bars have sprouted up and at the end of 2018, Altrincham won Best High St in the UK.

In Oldham, this approach is already having impact with the development of a Night Time Economy Taskforce. Co-chaired by the Council Leader and GM Night Time Economy Adviser, the taskforce brings a large number of partners together; from taxi drivers and the Local Authority licensing and economic growth teams, to operators and cultural organisations, to take a hollistic approach to developing Oldham's night time economy.

By April 2020 we will have:

- Harnessed public sector assets and levers, research and international best practice, creatives and night time entrepreneurs to develop a model for regeneration that is driven by the night time industries.
- Developed campaigns and approaches that celebrate our distinctiveness and excellent night time assets in Greater Manchester, to our residents, and national and international visitors.
- Support the proper implementation of the 'Agent of Change' principle, ensuring that residents and the night time economies can co-exist.
- Highlight the opportunities across Greater Manchester to engage with the night time economy, including beginning to establish a celebration or festival based on the night time industries and driven by our vision for a truly 24-hour city region.



CONCLUSION

This blueprint sets out how we will capitalise on existing strengths and develop new initiatives, approaches, relationships and ways of working over the next twelve months 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.

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