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BUILDING AN ECONOMIC POWERHOUSE

The Manchester formula

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This report, its outcomes and conclusions are based on independent research conducted by Korn Ferry Hay Group. We wanted to understand the behaviours and ways of working that Leaders in Manchester have demonstrated to drive forward the Place agenda. All conclusions and insights throughout the report are Korn Ferry Hay Group's.

MANCHESTER AS A WORLD CLASS CITY

Manchester has gone through an incredible amount of change over the past 20 years. The city is now a major international hub for business, culture and tourism, with the population expanding by more than 20 per cent since 2001 – making Manchester the fastest growing city in the UK.

This represents a significant turnaround from the post-war period: the population declined markedly from a pre-war peak of 766,000 to 422,000 by 2001 as the manufacturing sector slumped, losing 150,000 jobs by the early 1980s. Indisputably, people and industry drive cities and these statistics reflect the significant challenge that has faced the city's leaders over the past 20 years. They also serve to highlight the magnitude of the achievement in turning around the decline.

This growth has been driven by an increasingly diverse economy, being supported by a culture and infrastructure that enables the city to be more resilient to market shocks and offering increased opportunities to residents.

This report examines how Manchester has achieved this and explores what challenges still exist as it develops its position as a global city. All cities in the UK face challenges; however, Manchester has taken the opportunity to cement itself as one of the UK's Core Cities. This report explores insights from both public and private sector partners to understand what has helped create the "Manchester family".

We focus on what kind of behaviours, attributes and structures have helped shape the revival of the city. The insights of the 23 key leaders from across the private and public sectors help us understand why Manchester has been so successful over the past 20 years.

No city is perfect, but this report will provide useful reading to all Place leaders and their partners. It provides a different lens, exploring both public and private sector perceptions of the leadership of the city and articulating the key behaviours and foundations that have enabled it. It will explore how the city has brought together public and private sector leaders from across the city to drive forward both investment and aligned public services, breaking down organisational barriers for the good of the city. Finally it will explore the challenges the city and its leaders will need to tackle to ensure they can continue to drive it forward.

CONTRIBUTORS

We have interviewed leaders from across the Manchester city region to understand what behaviours have driven Place leadership and engagement with partners, gaining insight on how the leaders of these organisations work with the city.

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THE BEHAVIOURS, ATTRIBUTES AND LEADERSHIP ARTICULATED IN THIS REPORT CAN BE FOUND IN ANY PLACE. SUCCESS IS ABOUT RECOGNISING AND HARNESSING THEM. THE KEY FOR A PLACE IS TO UNDERSTAND WHERE THEY ARE NOW AND IDENTIFY KEY AREAS WHERE THEY SHOULD INVEST THEIR TIME AND DEVELOPMENT TO HELP THEM CREATE A SUCCESSFUL AND RESILIENT ECONOMY.



WHAT IS MANCHESTER'S SUCCESS BUILT ON?

STRONG FOUNDATIONS

Manchester had strong foundations to build on, making it unique in the UK. These have provided the footing for Manchester and its partners to drive ahead and help it to stand apart.



Manchester's success has been greatly helped by its stable leadership at city and sub-regional level, and private sector leaders across the economy who recognise the importance of investing their time in the concept of Place leadership. Other cities across the UK may not be able to cite these levels of support.

However, the behaviours, attributes and leadership articulated in this report can be found in any Place. Success is about recognising and harnessing them. The key for a Place is to understand where they are now and identify key areas where they should invest their time and development to help them create a successful and resilient economy.

Stable leadership in the city

Manchester City Council has been able to build on a level of stability rarely seen in local government, both politically and at the executive level. Sir Richard Leese has been leader of the council since 1996, while Sir Howard Bernstein has been chief executive since 1998. This stability

creates a foundation on which other leaders and organisations can make decisions. It helps to build trust and consistency and allows leaders to create a culture that stimulates innovation and productivity as well as entice top talent.

Association of Greater Manchester Authorities

The Association of Greater Manchester Authorities (AGMA) is the local government association for Greater Manchester, the North West's largest metropolitan county. It was established in 1986 as a voluntary organisation to represent the 10 borough councils of Greater Manchester after Greater Manchester County Council was abolished. This continuity has allowed the councils to learn to work together and develop a true city regional focus on economic development and investment decisions that will have the biggest impact across the region's economy. The strong relationships between these councils have enabled Greater Manchester to work in partnership to drive economic development at the Greater Manchester level for the benefit of all the members. The partnership provides a consistent message that builds confidence and trust with central government and partners.

Collaborative cross-sectional leadership

Manchester has fostered strong engagement and buy-in from the private sector and universities. Leaders not only understand the concept of Place leadership but are prepared to put their time and resources into helping to deliver it. The council has been able to integrate this strong cohort of leaders into strategic boards across the economy where they facilitate growth, provide challenge and focus their energy on driving the city forward.



DRIVEN BY PLACE

Manchester was one of the first cities to recognise that its boundaries should not constrain thinking about economic development. It recognised as the urban hub it held the infrastructure and transport network to attract inward investment to the whole city region.

Essentially, it knew that its AGMA partner authorities held the workforce that was required to make the city a success. Having a strategic understanding of what it means to drive a Place agenda was key to the creation of AGMA and the combined authority that exists today. AGMA (created 20 years ago) was the stepping stone for the 10 Greater Manchester local authority partners to solidify their relationship and become the first combined authority in the country that central government felt could cope with devolved powers. However, the combined authority did not stop there. It has recently been awarded the powers to align health and social care in a more integrated way.

“Manchester does not approach Place conversations through the ‘narrow prism of social care’ as other cities do – it looks at the wider socio-economic picture in the long term.”

Today, no Greater Manchester decisions are made outside of the Greater Manchester Combined Authority (GMCA) framework, but all decisions made across Manchester and the combined authority are driven by the concept of Place. Everyone understands the role they play in delivering this. This key attribute is the one that drives Manchester and its partners' decision making, but is the foundation for all the other key attributes that have been shown during discussions with the public and private sector. For example, across the public sector, the concept of Place is built on the need to provide citizens with the right type of public services that will have the most impact to their health and economic wellbeing. When working with the private sector, this

is about understanding that companies need the right infrastructure (transport, skills, housing, for example) to help them achieve their strategies and therefore be profitable and successful. This ability to articulate what Place means to the different parts of the economy is what has driven Manchester's rise to be one of the UK's Core Cities.

“Manchester's success is that it has always tried to develop a well-thought-out plan that is driven by the concept of Place. The approach is based on this – if it wasn't focused on Place then they couldn't do their jobs. Everyone is focused on delivering for the Place and Place is everything; how skills, the economy, health and business all interact with each other.”



While they may not have said it in this way, what Manchester has done is move to creating an operating model for the Place. This is a complex and political process. It requires partners to grasp the devolved powers and explore realistically how organisations that have different ways of working, skills and cultures can be brought together, where it makes sense to create a public sector offer that is tailored to the needs of the Greater Manchester population. There is no doubt that this is a challenging time for all the partners involved. Moving forward there will be a need for the Greater Manchester leadership to continue to navigate both the political and operational horizon to deliver its ambitious programme of transformation and encourage central government to move further with the devolution agenda.

Most importantly, what Manchester has done is show the important role local government still has to play within a local economy. Also essential is a political mandate to develop an economy in a way that opens

opportunities for residents to improve health and economic wellbeing. While central government continues to scale back its resources, local government is in a position to use its standing across a functional economic area to work with public, private and the not-for-profit sectors as the facilitator. While they may not be able to do everything themselves anymore, they can influence and create buy-in that will encourage other areas of the economy to pick up responsibility and deliver for the city region.

“Local government is our passion. We have watched it be stripped away layer by layer over consecutive governments and what we are trying to do is renew the fabric of it as a sector. Having Manchester as an exemplar brings back relevance and vibrancy to the sector. We are leaders of Place.”



IMPACT — PLACE

The Combined Authority

The 10 authorities in Greater Manchester were the first in the country to develop a statutory combined authority to coordinate key economic development, regeneration and transport functions. The governance arrangements focus on boosting economic performance and help deliver a brighter future for Greater Manchester and the North West. By 2020, the Manchester city region will have pioneered a new model for sustainable economic growth based on a more connected, talented and greener city region where the prosperity secured is enjoyed by the many and not the few.

Devolution

The Combined Authority and directly elected mayor will assume responsibility for:

- A devolved transport budget
- Franchised bus services with power over fares, routes, frequency and ticketing
- A reformed Earnback deal
- The ability to shape local rail station policy
- Strategic planning powers, including the power to create a statutory spatial framework for Greater Manchester
- A £300m housing investment fund
- The establishment of a Greater Manchester Land Commission to make best use of publicly owned land
- The responsibilities currently discharged by the Police and Crime Commissioner and Greater Manchester Fire and Rescue Authority
- Devolved business support budgets
- Re-shaping and restructuring Greater Manchester's further education provision
- Jointly commissioning employment programme support with government
- A fundamental review of the way that services for children are delivered
- All funding and decision making for health and social care within Greater Manchester.

Health and social care integration

Greater Manchester and NHS England have announced ground-breaking plans around the future of health and social care with a signed memorandum agreeing to bring together health and social care budgets – a combined sum of £6 billion. This trailblazing move saw NHS England, 12 NHS Clinical Commissioning Groups, 15 NHS providers and 10 local authorities agree a framework for health and social care – with plans for joint decision making on integrated care to support physical, mental and social wellbeing.

Health and social care

Launched in February 2012, the Healthier Together programme is part of the Greater Manchester Programme for Health and Social Care Reform, aiming to provide the best health and social care for everyone in Greater Manchester. There are three elements: Primary Care, Joined-up Care and In-hospital Care. Local health and social care teams are working together to develop pioneering ways to deliver care in communities and hospitals that are tailored to the specific needs of their local populations and respond to the challenges they face.

Rapid progress is further enabled by excellent partnership working between the AGMA and the Greater Manchester Combined Authority, the Association of Greater Manchester Clinical Commissioning Groups (CCGs), and the Greater Manchester Area Team of NHS England, which together represent a total of 21 commissioners. This alignment of leadership and decision making in support of all 10 council areas of Greater Manchester provides a unique opportunity to drive forward health and social care locality focused reform at scale in the context of a substantial programme of wider public service reform.

The different organisations in each local area are being coordinated by the 10 Health and Wellbeing Boards. Each board represents the integration between health and social care and is a forum for joined up working.

VISIONARY LEADERSHIP

Good leadership is about seizing an opportunity and aligning it to strategy. Manchester has shown that it had the ability to do this throughout the past 20 years. People often refer to the 1996 IRA bomb as the catalyst for the change in Manchester's city centre.

However, when you speak to the Manchester leadership, this event didn't define the city: it provided an opportunity to turn a terrible event into a scenario that allowed the leadership to forward the plans laid out in their city masterplan. The thinking around where they wanted the city to be had already been completed and they had a framework that they could build around with confidence, pace and direction.

Manchester's leaders recognise the long term importance of engaged partners and have worked to ensure that leaders from across the public and private sector are part of long term decision making. This ensures buy-in from everyone and guarantees that they are aligned to the same vision for the city. The leadership in Manchester has brought consistency that has enabled the city region to have a long term game plan that coheres people across the private and public sector. This visionary focus has helped make things happen, but more importantly provided confidence that short term shocks will not destabilise the city and its economy.

"The combined authority is really important. Discussion started five years ago and Manchester is now punching above its weight. Talking with one voice is what helped get the deal through."

This type of visionary leadership – encouraged throughout the economy – has meant that political and private sector collaborative platforms have been created that ensure they have the right type of executive capacity in place to deliver.

"The reason Manchester's combined authority worked from the outset was that all 10 councils had already had the strategic conversations around what a city region would do and what the priorities are. Manchester already knows. We have a Greater Manchester plan – which is then translated into 10 individual plans. They are then refreshed again and again."

There is no denying a lot of this has been driven by both Sir Howard Bernstein and Sir Richard Leese. They are well respected leaders across Manchester but also nationally (recently being named most influential people in local government).

"We are thought leaders – it allows us to be in pole position and have a clear view of where we want to be."

Both the leader and the chief executive have leadership styles that focus on the long term. However, most importantly for the city, their different styles complement each other. Both have a clear articulation of the vision, determination and ability to deliver with a real passion for the city. They instil this through their organisation and the strategic leaders across the public and private sector. They inspire passion in those who work for and with them. They create an inspiring vision for the future of the city and from this a clear blueprint, direction and purpose for the council and the city. There is also clarity of roles that drives stability and understanding. Each is clear about what they are there to do:

"In Manchester decisions are made on the benefits for the city and whether they align to the vision; this is something they insist on."

"They bring new ideas to partners and they also listen to new ideas and work in partnership to focus those decisions into place, pride in the city and Place based outcomes."

IMPACT – LEADERSHIP

Manchester Independent Economic Review

Believed to be the first independent economic review of a city region. The review provided strategic understanding of the Manchester city region's economy to enable its policymakers to act in a strong and distinctive way to bring long term sustainable economic growth. The review panel was an independent panel of economists and business leaders, led by Sir Tom McKillop – Chairman of the Review panel; Jim O'Neill – Head of Global Economic Research for Goldman Sachs; Professor Edward Glaeser – Fred and Eleanor Glimp Professor of Economics at the University of Harvard; Diane Coyle – Managing Director of Enlightenment Economics; and Jonathan Kestenbaum – Chief Executive of NESTA.

Transport Innovation Fund bid

The Greater Manchester Transport Innovation Fund was a failed bid by the Greater Manchester Passenger Transport Authority (GMPTA) and AGMA to secure £1.5 billion from the Transport Innovation Fund (TIF), a major public transport funding mechanism in England, for the metropolitan county of Greater Manchester. There would have been an additional £1.2 billion borrowed and paid back through a mixture of public transport revenues and a weekday, peak-time-only Greater Manchester congestion charge. The congestion charge was highly unpopular and the leadership in Manchester knew this. However, brave and visionary leaders knew the vote was important to showing Manchester's aspirations to deliver economic growth.

“THE CONCEPT OF THE TIF WAS ALWAYS GOING TO BE A TOUGH SELL, HOWEVER BEING PART OF THE PROCESS GOT US MONEY TO PUT THE TRANSPORT PROPOSALS TOGETHER.

WHILE THE TIF REFERENDUM DID NOT GIVE US THE MONEY TO DELIVER THESE SCHEMES, IT ALLOWED US TO PRIORITISE THE PLANS ON THE BASIS OF THE CONTRIBUTION TO THE ECONOMY. THIS LED TO THE GREATER MANCHESTER TRANSPORT FUND, WHICH PROVIDED ALTERNATIVE WAYS TO FUND THINGS LIKE THE METROLINK EXTENSION.”

Sir Richard Leese

THE MANCHESTER STORY

One of the attributes that both the private and public sector leaders felt was a key component of allowing the city to work in a more productive way and operate in the best interests of the city was that everyone bought into the “Manchester story”.

The leadership in Manchester has been able to create a story that leaders from across the local economy and now nationally can identify with. The leadership have articulated a journey for Manchester that has resonated with people and therefore ensures their buy-in when the city leadership want to get something done or to influence a certain agenda.

This journey demonstrates that, while the vision is the same, the message that is used to get there can be adapted to suit the audience and relate to what these partners want to hear. For example, within the public sector in Manchester, the story has been shaped to ensure that partners understand the benefits for their customer base (residents) in working more closely together. The journey is not about taking power but breaking down walls so that different organisations can work together in a more efficient and effective way. The end of this story is that everyone involved in delivering public sector services locally will be able to influence how resources are spent when it is devolved from central government.

“They have combined to create scale and capacity to take on large scale devolution – ‘acting as one’ without losing sovereignty. And it answers the English devolution question – a new English deal – people-powered public services.”

When dealing with the private sector they understand that there needs to be a different story, albeit with the same outcome as the public sector: more local power and therefore more local control to shape investment to drive economic gain. The end of the story is a successful, vibrant Manchester city region that has the ability to listen to private sector needs and develop infrastructure and partnerships that will improve the local economy and business outcomes. Leaders in the private sector care about Place but they also have a need to generate profits to meet their strategy. Manchester has shown that the more they buy into the journey, the better they will do out of the process.

“As visionary leaders they inspire others, providing empathy and clarity of a shared vision for the city. By making sure the overarching offer is strong and powerful, they sell this dream and convince others ‘if Manchester does well, we all do well’. Organisations are engaged to sign up and realise they cannot do this alone.”

Manchester has recognised that while people have their own version of the story, it has the same ending. This shows that the city region’s leadership is joined up and bought into the vision for the city and the future way of working. This is an incredibly complex thing to do: to make sure not only are public sector partners lined up but they are expressing the same outcomes and answers as leaders across the private sector.

“In Manchester there is a real ability to manage complex partnerships and networks. If anyone asks anyone in Manchester a question they will get the same answer.”

IMPACT – A DESTINATION

Manchester International Festival

The world's first festival of original, new work and special events takes place biennially in Manchester. The festival launched in 2007 as an artist-led, commissioning festival presenting new works from across the spectrum of performing arts, visual arts and popular culture. In 2013, the festival attracted an estimated quarter of a million attendees, generating £40 million for the city. The event is sponsored by both the public and private sector, driving international exposure for the city and its businesses.

Commonwealth Games 2002

The Commonwealth Games are rightly regarded as a turning point in Manchester's history, bringing back to life deprived districts and regenerating vast parts of the city. The legacy of the tournament has helped to cement Manchester's reputation as one of the world's leading cities for sport. Its impact lives on. The games were the largest multi-sport event the UK had seen since the 1948 Olympic Games. The event beamed Manchester across the globe – showcasing the city in all its post-industrial glory and making it a popular tourist destination.

Perhaps the biggest lasting impact on the city came in the form of new world-class sporting venues. The construction of the facilities kicked off a major regeneration project in the east of the city. Infrastructure such as the City of Manchester Stadium, the National Squash Centre and the Velodrome have had a huge impact both locally and nationally.

NETWORKED ECONOMY

This vision is not just about the council and other local authorities. Manchester has ensured that the key players and leaders across the public and private sector are entwined into the decision making mechanisms of the city and the region.

Building on the concept of the Place operating model, Manchester has shown that complex relationships should disregard organisational boundaries and hierarchies when there is a decision that needs to be made for the good of the city.

“Manchester has created a number of agencies and functions with some overlapping accountabilities (so presumably, they have to work with one another collaboratively, or on occasions compete) to deliver what is required – and to build on each other’s ideas.”

Private and public sector leaders are encouraged to meet and build relationships through the various different governance boards that exist across the city. This has happened through the council making a concerted effort to bring commercial organisations together. Manchester has sought input from and listened to private sector leaders. This benefits the local economy but also makes these organisations feel valued.

“As part of the private sector in Manchester, we are encouraged to help develop the city strategy. We do not compete with each other at this level and we will focus on what’s best for Manchester. However, we will compete aggressively for the work and the contracts outside of this forum. If we work together, the city does well and we benefit. We understand the need at this level that we are not looking after individual interests. Other cities we work in don’t operate in this way: people play games and compete.”

Socialised power is built using the strategy as the foundation. Partners are bought into the vision and understand the whole picture. Policies are forged from the start and the power of networks is harnessed to deliver social policy by involving leaders across the economy in the delivery. This means there is more energy to make sure they are a success.

“They never feel like it is being done to them – they do it themselves.”

This “network of trust” created through real distributed leadership has brought a scale and purpose with it. Manchester understands that it can obtain buy-in by giving partners (private and public) the opportunity to make a meaningful constructive contribution. It isn’t about accolades: it’s about discharging leadership responsibilities and handling issues sensitively.

Being open and inclusive is about being open to challenge and taking others’ views into account to shape city policy. This allows the right decisions to be made. This culture is encouraged across the Place; both the council and its partners demonstrate this quality. It also allows it to feel ambitious and accepting of outsiders. There is a level of trust and mutual respect that makes it easier to do business and get things done. Private sector individuals say this is rare in other Places they do business in, across the UK.

“The city is so connected, both through individuals and organisations – lots of cross-pollination across organisations, for example through non-executive director posts, strategy groups and new organisations like “the Corridor”. The Corridor, for example, creates a cluster within the city – with all partners from all the key players talking formally about the initiative but affording the opportunity to talk more informally about the wider city region issues – driving innovation and creativity.”

IMPACT – GREAT NETWORKS

Manchester Growth Company: the centres of excellence

Manchester and its partner Greater Manchester authorities have always recognised the need to focus on economic development and regeneration. Under the Greater Manchester Combined Authority, the New Economy, MIDAS and Marketing Manchester exist to involve public and private sector partners to push Manchester forward, making sure that they have a level of independence to deliver and challenge.

There are three centres of excellence:

- New Economy, specialising in research, strategy, evaluation and performance management, including employment and skills;
- MIDAS/Manchester Solutions, specialising in business growth, trade and inward investment;
- Marketing Manchester (Visit Manchester), specialising in marketing, communications and tourism.

Two strategic boards – Business Growth, Trade and Inward Investment and Marketing, Communications and Tourism oversee the activity relevant to their respective centres of excellence. For the Research Centre, strategic direction comes directly from the Greater Manchester Local Enterprise Partnership, who also take responsibility for performance management of the centres of excellence.

Rail North and Transport for the North

Manchester has always recognised that high quality transport connections; within the region; to the rest of the UK; and to the rest of the world are vital to the city's economic wellbeing and to its plans for future growth. Manchester has, therefore, worked with the other Greater Manchester authorities and with the Core Cities group over the long term to demonstrate to the government the benefit of making key decisions locally which affect the local and regional transport networks, and prioritise those investments that will deliver the greatest overall benefit in economic terms.

The recent establishment of Rail North and Transport for the North provide the platform for a new approach in the North of England where many more decisions are taken locally and where the local authorities, Local Enterprise Partnerships and the Department for Transport work in partnership to plan and deliver the transport networks that the region needs. Rail North Limited brings together Local Transport Authorities (LTAs) across the North of England into one cohesive and proactive body, which represents the regional and local strategic transport objectives for the rail industry. Sir Richard Leese chaired this body during its early development and played a key role in the process leading up to the announcement of the new rail franchises for the North of England that will operate from April 2016.

The Northern city regions are acting collectively and working with the Local Enterprise Partnerships, Government, Highways England, HS2 Ltd and Network Rail through the TfN Partnership Board to develop a Northern transport strategy.

IMPACT – GREAT NETWORKS

Corridor Manchester

Corridor Manchester is the first partnership of its kind in the UK. It brings together Manchester City Council, The University of Manchester, Manchester Metropolitan University, Bruntwood and the Central Manchester University Hospitals NHS Foundation Trust to build on the partners' investments in the 243 hectare area running south from St Peter's Square to Whitworth Park along Oxford Road. The partnership is committed to generating further economic growth and investment in the knowledge economy for the benefit of the city region.

Corridor Manchester is home to a wealth of knowledge-intensive organisations and businesses. These operate in the areas of health – with particular concentrations of bio-medical, pharmaceuticals, clinical trials, medical devices and oncology related healthcare – education, creative industries, communications technologies, financial services and information communication technologies.

- Today the Corridor generates £3.2 billion, 25 per cent of the city's GVA.
- 55,000 people work on the Corridor, 12 per cent of the city's workforce.
- 43 per cent of activity is in knowledge-intensive sectors, significantly higher than the national (22 per cent) and regional (21 per cent) averages.

The combination of GVA and knowledge-intensive activity makes the Corridor the economic powerhouse of the city. The partnership anticipates the value of capital investments up to 2020 will be over £2.5 billion (mostly through private sector finance) as it promotes the development of land and buildings, and secures infrastructure improvements on the Corridor.

“THE UNIVERSITY AND THE CITY WORK REALLY CLOSELY TOGETHER AT ALL LEVELS FROM THE VERY TOP DOWN. THE RELATIONSHIP HAS DEEPENED OVER TIME AND THE SUCCESS OF THE CITY AND THE UNIVERSITY ARE INEXTRICABLY LINKED. THE DEVELOPMENT OF THE NATIONAL GRAPHENE CENTRE, GRAPHENE ENGINEERING AND INNOVATION CENTRE AND ROYCE INSTITUTE ARE TESTAMENT TO THIS.”

MANCHESTER HAS GONE THROUGH AN INCREDIBLE AMOUNT OF CHANGE OVER THE PAST 20 YEARS. THE CITY IS NOW A MAJOR INTERNATIONAL HUB FOR BUSINESS, CULTURE AND TOURISM, WITH THE POPULATION EXPANDING BY MORE THAN 20 PER CENT SINCE 2001.



ENTREPRENEURISM

The “can do” ethos is developed through the Manchester leadership psyche. This phrase encompasses a range of attributes that both the public and private sector have identified as making Manchester stand out and be successful.

Common descriptions that encompass the “can do” behaviours included:

“Entrepreneurial, innovative, flexible, resilient, pragmatic, thought leaders.”

“What people don’t realise is that it doesn’t always have to be the 10 authorities that have to do things together – it could be two or three. Good ideas shouldn’t stop because people fear for their jobs. If people are good, they have nothing to worry about. It’s the ones with the lack of talent that are scared and are a barrier.”

Throughout the conversations with both public and private sector partners it was the drive to make the Manchester city region as successful as it could be that entwined them into working together to deliver common objectives. The leadership do not see problems but instead are focused on applying innovative and entrepreneurial solutions to challenges. Manchester has focused on what makes it globally distinctive and future success will be built on improving these areas.

Private sector leaders consistently articulated their admiration for how the city works with them to make the process of growth and therefore investment in the public realm and people easier. Installing this culture throughout the council has helped ensure major transformation projects are delivered in Manchester but also provide the council with an opportunity to meet their objectives.

“The key to the success of the project was the flexibility given by the planning department. When the plans were originally drawn up, they were very vague. Other than the headquarters building, no one was clear what else would be built; it was to be an evolving plan. This was a very supportive approach and the planning function became a partner in the development process, thus negating the ‘them and us’ sense so often found in similar situations.”

This ability to encourage innovative thinking at all levels and develop a culture that encourages flexibility and entrepreneurship with a level of resilience that enables leaders to bounce back from challenging situations has encouraged the leaders of the area to think differently about how they deliver their remit. This resilience across the city leadership means they will take calculated risks that ultimately pay dividends for the city region.

While Manchester and its combined authority partners are faced with significant funding cuts, the local authorities are still working together to drive economic development. This has powered the work with central government on the devolution agenda. For Manchester, devolution is not just about having more local control; it’s about having the power to shape services across the public sector to deliver the services that residents need. Built into that is the recognition that this should drive efficiency to help the public sector across Manchester succeed in the challenging financial climate.

“Manchester Airports Group is a key driver of jobs and growth in the North of England. The acquisition of Stansted will help deliver maximum value with annual dividends for reinvestment for Manchester City Council and the other local authority shareholders.”

IMPACT – DEVELOPMENT STRATEGIES

Manchester Science Partnership

Manchester Science Partnerships (MSP) is a community of scientists, innovators, investors and entrepreneurs catalysing the growth of innovative science and technology businesses.

The partnership, made up of the Manchester universities, Manchester City Council, Salford City Council and Bruntwood, is designed to provide the right environments and connections for new ideas to flourish and concepts to become commercial reality.

The partnership is the UK's largest science park operator with five sites across the North West and they support the growth of companies across the life sciences, ICT, industrial technology, advanced engineering and digital creative sectors, accommodating everything from single desk start-ups to European HQs.

National Graphene Institute

The creation of the institute, including the construction of the building, cost £61 million. It is being funded by the UK Government (£38m) and the European Union's European Research and Development Fund (£23m). It is expected that the creation of the institute will lead to 100 jobs in the short term, and thousands more in the long term.

More than 35 companies from across the world have already chosen to partner with the University of Manchester on graphene-related projects. The state-of-the-art institute is seen as an incredible asset, for the University, Manchester and the UK, and is seen as fundamental to continuing the world-class graphene research started in Manchester. The city leadership recognise the importance of this and work collectively at a national level to support the University, Manchester Science Partnerships and others to drive the knowledge ecosystem.

Manchester Airports Group

Manchester Airports Group (MAG) is the largest UK-owned airport operator, serving around 42 million passengers and handling 600,000 tonnes of air freight every year and is valued in excess of £3bn. It owns and operates Manchester, London Stansted, East Midlands and Bournemouth airports. The Manchester Airports Group also includes the commercial property company, Property, which has £571m assets across the four airports and is leading the £650m major Enterprise Zone development, Airport City, at Manchester. The airport is more than just a regional success story. As the largest UK-owned airport operator, the group's four airports and property business already contribute £4 billion to the UK economy and support more than 130,000 jobs.

Most recently MAG signed a joint venture agreement with Beijing Construction Engineering Group, Carillion and the Greater Manchester Pension Fund for the development of an £800m Airport City project at Manchester Airport. China's stake in the new Airport City "enterprise zone" in Manchester will be one of the country's biggest investments in the UK outside London. The project will transform 150 acres of scrubland and parking into 5 million square feet of offices, shops and parkland, creating an estimated 16,000 jobs in the next 15 years.

COMMERCIAL MENTALITY

— SOCIAL IMPACT

One of the key drivers for success in Manchester has been its ability to understand how the private sector works and plug itself into those networks, as well as bring the right leaders from that sector and plug them into the public sector machinery. This has been driven by a unique view of how Manchester values itself in the market.

Most city councils across the country are large, complex beasts with a huge turnover, delivering diverse services spanning from waste to children's social care. If these organisations were sitting in the private sector it is likely they would be celebrated as examples of best practice in their ability to deliver a product to their customers, create local jobs that stimulate the local economy and operate with tight margins. Unfortunately, this is not the case. Local government is seen as an area that still has the capacity to be streamlined. Manchester, however, prefers to instil a culture that may be seen as having a more private sector focus but driven by a social ethos.

“At the end of the day, the council is a giant PLC. We fund things, we are the provider of services, we are facilitators and we are thought leaders. We have joint ventures, investment models, assets and resources – we also own four airports. It's a sophisticated model.”

Manchester focuses on the importance of the redistribution of wealth but is also pragmatic. It recognises that unless wealth is created in the first place there will be nothing to redistribute. The council does this in two ways. The first is using a socially commercial mind-set to look at the deals it can do with partners to make sure they can secure economic development and regeneration investment from partners that is aligned to their strategy. Most recent examples include the

investment from the Abu Dhabi royal family into East Manchester, a deprived part of the city. Working in partnership with Manchester City Football Club's owner, the council and the royal family have agreed a 10 year, £1 billion investment to build 6,000 new homes in East Manchester. Also recently Manchester secured an £800 million investment into the Airport City Scheme from the Beijing Construction and Energy Group.

It also works with other public sector organisations if the business case makes sense. Most recently, it has used public funds to ensure that the recent announcement that Astra Zeneca was relocating was not destabilising. Instead, it became an opportunity for growth.

“When Astra Zeneca announced that they would be moving their research and development functions from Alderley Park to Cambridge, the leadership of Manchester and Cheshire East joined together as part of a task force to consider the future of the site. This has now been bought by Manchester Science Partnerships to develop a major new life sciences hub as part of the Greater Manchester and Cheshire East science ecosystem. Over 100 businesses are already located there and Manchester and Cheshire East have established a £40m Life Science Investment Fund to support businesses at Alderley Park and elsewhere in the area.”

IMPACT – COMMERCIAL PARTNERS

Abu Dhabi Investment

A £1 billion deal has been struck with the Abu Dhabi United Group. The 10-year agreement will see more than 6,000 homes built in East Manchester, an area that needs revitalising and regenerating. This level of investment is important. It goes a long way to achieving Manchester City Council's goal of building tens of thousands of new homes by 2027. Most of the homes will be aimed at 25-39 year old young professionals, who may struggle to get on the property ladder, but are eager to live on the fringes of the city in private rented accommodation. This investment will help to meet the demand of the city's growing population and create jobs in key industries.

North West Evergreen Fund

Following the credit crunch and subsequent retrenchment in bank lending, the Greater Manchester authorities established the North West Evergreen Fund, a property and infrastructure focused fund operating across the NW that provides commercial finance to eligible, viable schemes. From an initial fund size of £30m, the Evergreen fund has increased in size to £60m and has supported the delivery of a number of significant projects across the region. Greater Manchester has subsequently built on Evergreen's success and developed a suite of further investment funds targeted at property and infrastructure, residential, and SME investment at differing scales. Such funds seek to tackle the market failure in the provision of finance to viable businesses and schemes across Greater Manchester. There is now a total investment capacity of c£0.5bn delivered by a dedicated team within GMCA with the intention to further grow this investment capacity in coming years.

WHAT DOES MANCHESTER NEED TO FOCUS ON NOW?



“ONE OF THE BIG CHALLENGES FOR MANCHESTER AS A PLACE IS HAVING THE RIGHT BUSINESS PEOPLE COMING THROUGH WHO UNDERSTAND THE INVESTMENT REQUIRED FOR THE PLACE AGENDA. WHERE IS THIS GOING TO COME FROM IN THE FUTURE?”

Ensuring continued success

Beyond this undoubted success, key challenges remain for Manchester's leaders. Manchester has been successful in driving forward large scale projects, designed to attract overseas investment and bolster tourist numbers, however the key question for the city is how to link this economic development to more of its residents.

Alongside the shimmering glass and metalwork of the new apartments and hotels, and the innovatively converted Victorian mills, sit some of the most deprived wards in the UK. Unemployment is above the national average, GVA remains below the national average, dependency on welfare is above the national average and the average wage of commuters working in Manchester outstrips comfortably the average wage of a Mancunian resident.

Devolution provides the opportunity to ensure that local residents have the skills and the access to the wider skills they need to play the fullest part in the future success of the city. This is critical to ensure Manchester remains economically and socially sustainable into the next 50 years. Manchester has a compelling story to tell and Manchester's leaders take pride in it, as they should.

“We all believe in the redistribution of wealth but unless we create wealth then there is nothing to redistribute.”

However, is the time now right to develop a new model focused on delivering a fully inclusive economy rather than driving the concept of trickledown economics?

“Devolution means we can tackle the root causes of demand for public services, reducing need so we can reduce spend. The problem with the Westminster model is that every Chancellor spending review simply reduced our public service budgets.”



The devolution agenda and the financial responsibility the current government is passing to the combined authority give the city a chance to create wholesale change for its communities. But what happens next? Does the council have the leaders lower down the organisation that truly understand how the economy works and how the organisations can work together for the benefit of the people they deliver services to?

Manchester's future leaders will need to align support structures and link services and processes to help residents move from public sector dependence to generating a return into the economy. They will need to encourage the private sector to think about how it can play a part in helping to tackle deprivation. A more successful Manchester will also mean a better return for them.

Stability and succession

This is by far the most pressing issue for the “Manchester family”. Stability is one of Manchester’s core strengths. It has encouraged and delivered the engagement of leaders across Greater Manchester, which has led to sustained economic growth. After 18 years, Sir Richard and Sir Howard are well respected, knowledgeable thought leaders, sharing with Greater Manchester’s fellow leadership their vision of where they want Manchester to be globally.

The “Manchester family” has grown together from these individuals’ chemistry, mutual respect and complementary leadership styles. But everyone we spoke to, in both the public and private sectors, is slightly apprehensive about what happens next.

“How resilient are the leaders of Manchester as individuals? Or the networks? Sir Howard and Sir Richard will be a tough act to follow.”

With collaboration likely to get more complex, has Manchester started to think through its talent strategy to maintain stability during any change? For local government in particular, talent management is increasingly difficult: real wages are down and it is harder to recruit tomorrow’s talent. Additionally how will they use the existing corporate memory?

“They need to start bringing through the talent to ensure they stay together politically as well as recognise the importance of economic development.”

Private sector businesses want to work with leaders who can make decisions and who will listen to what they need. The public sector want to work with leaders who can cut through the complexity of collaboration and, more importantly, create loyalty to the journey.

Greater Manchester has recognised this is an area to develop and have started the Greater Manchester Leadership Framework. The intention is it will be a living and dynamic part of the Greater Manchester Strategy which will build a leadership community skilled and enabled to deliver the aspirations with and for the people of Greater Manchester.

A Greater Manchester mayor

Greater Manchester is now entering uncharted territory with regards to devolution. The government is serious about devolving more powers; the £6 billion health budget is a breath-taking development. But central government attaches caveats to the power it devolves. One of these is the requirement for an elected mayor for Greater Manchester.

Manchester’s public sector leaders have already thought through what this will mean, but it has created genuine concern among private sector leaders. There is a lack of clarity about control and the support structures that will surround this post.

There is nothing the private sector values more than a stable framework and the agility to make decisions to build their business. In Manchester they currently have access to a team that will not only support them to grow but actively bring them into the fold so they are part of the “family” delivering for Manchester. However, the Greater Manchester mayor creates challenges. Questions around how they will work and what powers they will have raise uncertainty. Most importantly, the leaders in the wider economy want to know how the mayor will help their business share in the success of Manchester.

“There is a perception that London’s Boris model is stronger. There is more private sector involvement down there. The region needs to embrace the mayor’s model and the city region will need to accept that this may mean hiring advisers who are paid in the right way.”

Manchester needs to make sure it doesn’t let the devolution agenda keep all of their focus, even though it is reaping huge rewards. It needs to retain the real drive and pragmatism around business development that has convinced so many organisations to invest here. The private sector wants to continue to feel valued and involved in driving the area’s future. Leaders want to see that this level of support will continue, no matter what happens with the Greater Manchester mayor.

Private sector Place leadership

Private sector engagement is a key component of what has made Manchester so successful. However, the current leaders in the private sector do not see where the next wave of private sector Place leadership is going to come from.

“One of the big challenges for Manchester as a place is having the right business people coming through who understand the investment required for the Place agenda. Where is this going to come from in the future?”

The current private sector representatives are still happy to play their part but involvement takes time. They are also coming to that point in their careers where they may be thinking about slowing down or doing less. One of the challenges is that the next level of leadership may not have the same understanding of what it means to be part of the “Manchester family”. The goodwill Manchester has built among its private sector in working together when it may make more business sense to be competitive is impressive. But what happens when these leaders are no longer the ones in charge? Has the private sector spent enough time and energy growing the next wave of leaders, ones who understand that as well as running a successful company they are also integral to running a successful city?



Remaining a “global” city

To continue to be a Tier 2 city Manchester must continually improve its offer against a backdrop of falling finances. One of the most consistent messages from the private sector was the need to improve the first impression the city gives visitors. With the financial challenges being dictated by central government, there are now huge tensions between core services (street scene, cleansing and the like) and the agenda for growth. There’s still a perception that Manchester has a litter problem and is somewhat down-at-heel. This has an impact on its reputation and its ability to encourage global firms to move their headquarters there.

Manchester has reaped the benefits of having an inward investment agency to attract companies into the city and MIDAS has been a success. But first impressions are important, and there’s a sense that Manchester often serves as a back office function for London and that the most highly productive posts are still based in the capital.

“Manchester is currently a Tier 2 city but holding on by its fingertips. Cities in China and India are growing much quicker. There is the potential if Manchester stays the same that it will fall down the rankings. Germany is doing a lot more for cities to make sure they keep pace. Manchester needs to show how it will make jobs and the vision that is attached to this.”

If Manchester is to gain global city status, it will need to up its game across all the drivers that attract jobs into a city. To attract the right staff, a coherent story needs to link everything, from the public realm and creating a better first impression, to access to the right skills, the right office space and housing stock. It will take effort to persuade global firms to bring their whole organisation to the city, not just support functions.

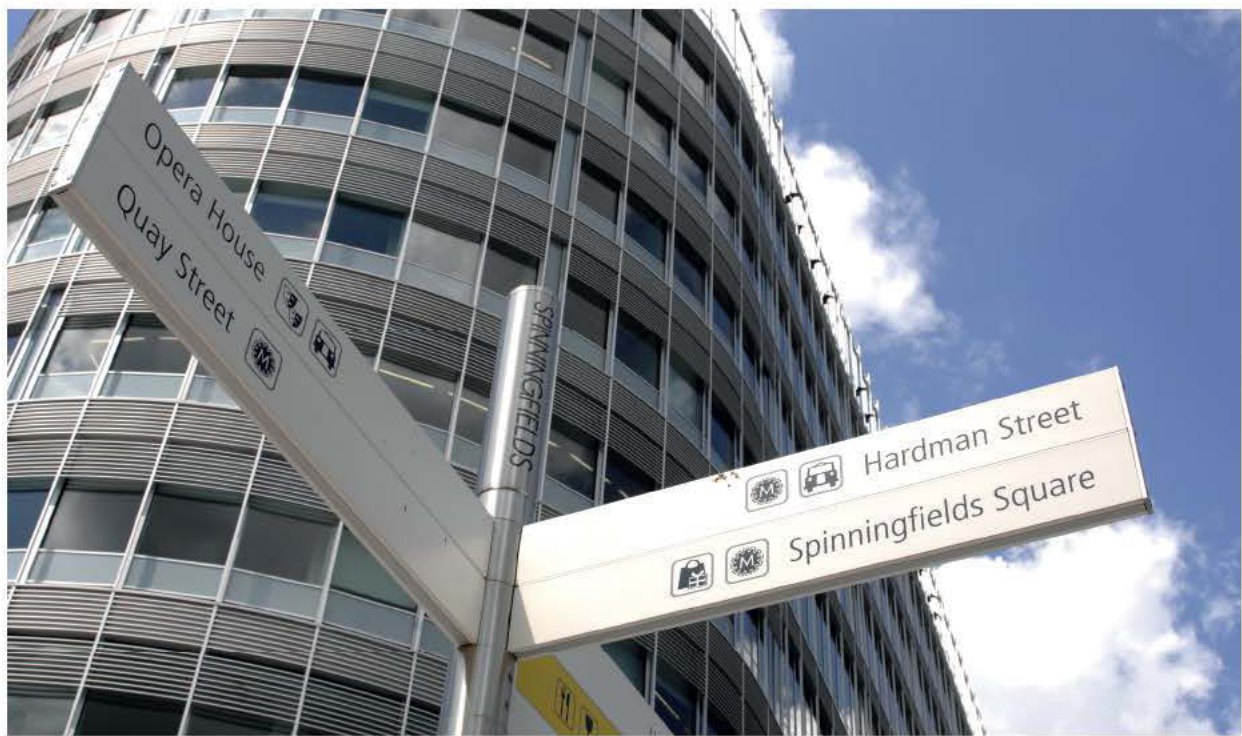
The Manchester of the future

What does the Manchester of the future look like? All the leaders we spoke to clearly understand the imperative that Manchester continues to innovate and grow. Leaders involved with the “family” have helped draft Manchester’s updated strategy to drive that innovation up to 2025 and beyond. A ‘Leadership Forum’ of partners owns the draft strategy – out for wider consultation in early 2016 – which sets a bold blueprint for an attractive, successful and liveable city with strong city-to-city trade links and a buzzy, low-carbon economy filled with opportunities. A city known for high quality of life, pulling talent into an already high-skilled, stable workforce. A well-thought-out city with good public transport, green space and waterways, and strong community spirit with a compelling and sustainable sense of Place.

Greater Manchester Strategy 2013-2020 ‘Stronger Together’ is a framework that provides a vision for Greater Manchester. By 2020, the city region aims to have pioneered a new model for sustainable economic

growth. This is based around a more connected, talented and greener city region, where all residents are able to contribute to and benefit from sustained prosperity and a good quality of life. However, does the city need a dedicated overarching strategy that really articulates where the city will want to be by 2040? This should not be owned by the council but should include elements of the strategies of all the “Manchester family” members. Then it can be a framework that will develop a true Local Economic Partnership.

The city is the economic driver of Greater Manchester and will continue to be. However, as described above, there are challenges about maintaining the quality and engagement of leadership, as the current incumbents start to step out of public and private sector involvement. These changes raise questions about the resilience of the network. Can the city, as a brand, continue to encourage engagement from across the sector? Is everyone there really on the same journey? Do they have a shared vision of what Manchester should look like in years to come?



THE FUTURE OF PUBLIC SERVICES 2030

WHAT WILL DEVOLVED AUTHORITIES NEED TO DO?

Devolution is a means to an end and there are bigger trends at play in society that will have an impact on how public services are shaped in Greater Manchester, and across the UK.

The move to deliver devolution could turn out to be one of the most significant pieces of public service policy this century. The earlier part of this report focused on the ingredients that the Manchester city region has developed and used to drive and capitalise on the devolution approach. However, a locality can't recreate the Manchester formula exactly; the same conditions don't apply and each Place is unique. In addition to exploring the key ingredients for success, planning and evolving the Place strategy in the context of global influencing factors is required. These factors at large are the six global 'megatrends'.

As public services adapt, the global megatrends will shape how society and residents within a Place will require support in the future. The megatrends will influence the needs and wants of local citizens, the requirements for public service organisations, and the response required from Place leaders in the next 10-20 years.

Manchester is continually trying to innovate but as they, and all public services within the UK, look to deliver the most appropriate services to residents in the future, these megatrends will fundamentally dictate the services public sector partners deliver and the type of people they will need to do it.

What are megatrends?

Megatrends are long term transformational processes that are occurring on a global scale, with a broad scope and dramatic impact. They have three core characteristics:

- **Time:** They are observable over decades and they can be projected with a high degree of probability at least 15 years into the future
- **Reach:** They affect all geographical regions and stakeholders, including governments, individuals and organisations
- **Impact:** They fundamentally transform policies, society and the economy, thereby requiring a response from businesses and public service.

Six key megatrends have been identified through extensive research by Korn Ferry Hay Group and Z_punkt, a German company regarded as the European leader in the field of long term foresight analysis. Foresight analysis is robust, cross-disciplinary, scientific research, focused primarily on social science. The same rigorous criteria apply to this field as any other science.

The six megatrends are summarised below:

- 1 Individualism:** decline of organisational loyalty, increase in self-expression and rising demand for the micro-market
- 2 Digital lifestyle:** merging of work and private life, increased data availability and use, moving towards having fewer strong social relationships and more loose relationships, and a shift in power from the employer having the knowledge to the employee
- 3 Technological convergence:** emergence and convergence of nanotechnology, biotechnology, information technology and cognitive science
- 4 Climate change:** increase in temperature, scarcity of strategic resources (water, minerals, metals, fossil fuels) and likely price increases in energy, investment in clean technology, and rising environmental accountability
- 5 Globalisation 2.0:** fiercer international competition, market diversification, quicker shifts in economic power, rise of the global middle class, re-regionalisation, greater service and product interconnectedness
- 6 Demographic change:** growth and ageing of population globally but population stagnation of western countries and China, skills shortages, pressures on welfare systems and pressure on talent.

So what does this mean in the context of devolution, the reconfiguration of public services and the changing requirements for leadership? (See figure 1).

Figure 1 – Megatrends

MEGATREND	ORGANISATIONAL IMPLICATIONS	IMPLICATIONS FOR PUBLIC SERVICES/DEVOLUTION	LEADERSHIP REQUIREMENTS
INDIVIDUALISM	<ul style="list-style-type: none"> ■ Rising diversity of service demand ■ Reduced organisational loyalty ■ Shortage of talent capable of innovating quickly enough to meet individual needs ■ Employee diversity, requiring the employer to engage and integrate employees differently and constantly ■ Increased role of employer in providing social security 	<ul style="list-style-type: none"> ■ Diversity of demand for fully integrated and individually tailored services across public, private and voluntary service sectors ■ Adaptation to ageing and family-friendly workforce ■ Multigenerational integration of knowledge ■ Multicultural immersion in communities and organisations 	<ul style="list-style-type: none"> ■ Allowing teams to have more freedom and autonomy while securing team commitment to corporate objectives ■ Integrating flexible rules into formal structures ■ Improving conflict prevention skills ■ Providing multiple temporary team environments and individual self-direction ■ Rethinking approaches to employer loyalty, succession and knowledge capture/dependency ■ Meeting both the social and economic needs of the employee
DIGITAL LIFESTYLE	<ul style="list-style-type: none"> ■ Use of digital to deliver faster and more cost-effective services ■ Development and retention of knowledge ■ Communication of systems, networks and communities ■ Flexible workplaces and networked cultures ■ Economies not bound by traditional geographical boundaries 	<ul style="list-style-type: none"> ■ Infrastructure that will enable a digital lifestyle ■ Retention of sought-after skills that the private sector will also require – making public services as enticing as the private sector ■ Flexible working and matrixed teams that work across organisational boundaries ■ Need for seamless content and connectivity across organisational boundaries 	<ul style="list-style-type: none"> ■ Embracing digital curiosity for customers and employees ■ Using predictive data across organisational boundaries to inform system and organisational tactics ■ Using digital to foster knowledge share and storage ■ Ensuring succession plans include both digital and social skills ■ Leading remotely and in increasingly complex matrix systems ■ Coping with personal and organisational openness and transparency
TECHNOLOGICAL CONVERGENCE	<ul style="list-style-type: none"> ■ Consumer demand for fully integrated services and entertainment ■ Actionable knowledge of complex technologies ■ Market convergence and increased complexity of collaborations 	<ul style="list-style-type: none"> ■ Seamless content and connectivity across organisational boundaries ■ Different skills and expertise that may not exist currently. Strategic workforce planning across public sector services will be key ■ Improvement in health of citizens through more expensive treatments and therefore the need for infrastructure to support a more individualised, elderly population 	<ul style="list-style-type: none"> ■ Tolerating ambiguity ■ Creating open and innovative environments beyond detailed personal knowledge or comfort zones to evaluate new ideas ■ Orchestrating expertise from within and system-wide to design and deliver services ■ Influencing informally and mediating divergent viewpoints; recognising and managing stakeholder anxiety

MEGATREND	ORGANISATIONAL IMPLICATIONS	IMPLICATIONS FOR PUBLIC SERVICES/DEVOLUTION	LEADERSHIP REQUIREMENTS
CLIMATE CHANGE	<ul style="list-style-type: none"> ■ Lower eco-footprints to attract investments and talent ■ Power of social responsibility ■ New ways to generate energy, not just conserve it ■ Rising energy costs and impact on customer purse 	<ul style="list-style-type: none"> ■ Engagement of residents in energy efficiency when public resources are disappearing ■ Example setting across infrastructure development throughout the public sector ■ Shared facilities lowering the footprint of public sector infrastructure 	<ul style="list-style-type: none"> ■ Outstanding cognitive skills to balance customer, finance and environmental demands ■ Role modelling approaches to change, and development of environmentally responsible business practices ■ Intra-company collaborating to encourage system-wide solutions to climate change
GLOBALISATION 2.0	<ul style="list-style-type: none"> ■ Adaptation of strategies for local markets, and management of the competing demands of global and local ■ Creation of culturally diverse workforces to harness talent ■ Provision of consistent services to diverse customer bases ■ Flatter and more spread organisations to allow information to flow horizontally and vertically 	<ul style="list-style-type: none"> ■ Understanding of locality's position within a global economy ■ Workforce that reflects local diversity ■ Education system that focuses on skills the new economy will need ■ Greater resilience across the public sector service to be able to cope with more unstable markets ■ Standing out from the crowd for inward investment at a global level 	<ul style="list-style-type: none"> ■ Strategic thinking and cognitive skills that consider context and opportunity ■ Being able to lead cross-functional, cross-cultural workforces ■ Having the bandwidth to manage multiple (dominant and non-dominant) leadership roles in systems with multiple leaders and stakeholders ■ Being confident to manage need for personal power and influence in multiple collaborations ■ Leading organisations that reach out across geographies
DEMOGRAPHIC CHANGE	<ul style="list-style-type: none"> ■ Ageing population in western world ■ Cultural diversity in customer bases ■ Competition for attracting and retaining talent globally ■ New employment models reflecting needs for flexibility ■ Knowledge development and transfer between generations ■ Multiple opportunities and approach to learning and development through a broad range of learning platforms ■ Provision of economic and social security 	<ul style="list-style-type: none"> ■ Services need to become even more integrated. Health and Social Care is the first part of this puzzle to meet more diverse community needs ■ Public services workforce that is not only representative of the communities they serve but understands the subtle differences in requirements ■ More complex problems that demographic change will bring include new types of infrastructure across housing, transport and public facilities ■ Funding to be spent in the most effective way. How to move from reactive support to real prevention to lower the need for public services 	<ul style="list-style-type: none"> ■ Leading, integrating and motivating very diverse teams ■ Fostering inter-generational and inter-cultural team work ■ Using individually bespoke methods to engender commitment and loyalty among people ■ Identifying and breaking non-obvious barriers for excluded and minority groups

PLACE LEADERSHIP DIAGNOSTIC

The megatrends and the need for impactful Place leadership demonstrate that now is the time to move to longer term vision and practical implementation. This may seem a daunting challenge during austerity and the devolution process, but it doesn't have to be. We can support local authorities in thinking about how they fit these challenges, their unique circumstances and advise on the ingredients required to create a strategy for Place leadership. What's more, we will enable and empower organisations and people to deliver it.

We also understand the challenges associated with implementing genuine collaboration. These challenges often become apparent at a practical level and may include budgets, organisations working in silo and differing cultures. We can support local authorities and other public, not-for-profit and private sector organisations to enable a Place based culture that overcomes the challenges with implementing longer term planning.

As a starting point, we've designed a diagnostic to help leaders working in a Place based collaboration be more successful in facilitating long term economic and social development. The diagnostic is structured

around specific and differentiating conditions that contribute to success and builds on the outcomes of our research using:

- the six global megatrends, based on Korn Ferry Hay Group's extensive research in collaboration with foresight company Z_punkt
- the Manchester formula research detailed in this report
- Korn Ferry Hay Group's analysis of what the future of public service leadership looks like
- Korn Ferry Hay Group's research on the differentiating conditions created by leaders working in successful collaboration.

The diagnostic considers the conditions for senior leaders who are accountable for the successful growth of their locality through collaboration beyond their own organisation. The tool can be used by individual leaders for considering how strong their collaboration is across organisations, by leaders within a single organisation, or multiple leaders across organisations. The diagnostic can be used at a local, sub-regional or regional level.

**FOR MORE INFORMATION OR TO REQUEST THE DIAGNOSTIC,
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Richard Muscat Head of place consulting

Richard's expertise lies in locality-based change, enabling leaders to consider fresh approaches to collaboration, economic growth and service design. With a background in economic and social policy, Richard's experience spans across a diverse range of projects in the public and not-for-profit sectors, focusing on developing leadership abilities and performance.



Jonathan Magee Head of public sector consulting

Jonathan leads solutions consulting in local government, higher education and not-for-profit sectors. He specialises in working with senior teams to improve organisational performance. Jonathan began his career in local government and housing where he worked with community groups to develop local regeneration strategies.



Abdul Uddin Director of infrastructure and manufacturing consulting

Abdul leads solutions consulting across the infrastructure and manufacturing sector. For the last 20 years Abdul has worked across the private and public sectors, working with organisations and senior teams to improve business performance through clarifying and implementing strategy and broad organisational development and change management.



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