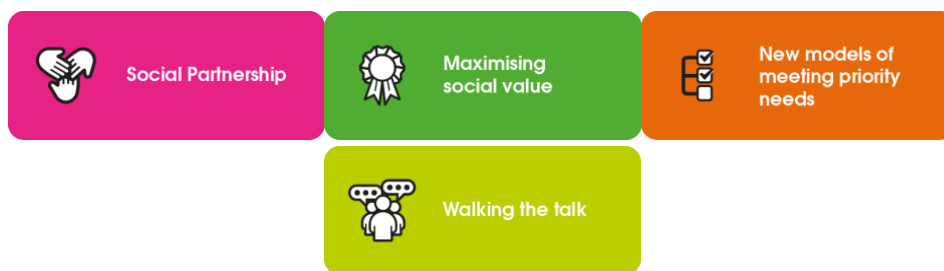




SOCIAL OUTCOMES



Manchester City Council

Driving long-term impact through regeneration partnerships and bespoke social value frameworks

Manchester's impressive post-industrial recovery has been achieved by developing a shared vision across the public, private, and voluntary sectors - and delivering it in genuine partnership.

Now, with thriving growth sectors, strong inward investment, and an increasing population, Manchester continues to exceed the UK's rate of economic growth, yet pockets of the city still face high levels of poverty and deprivation.

As such, our recent economic strategy places greater emphasis on how we can widen the impact of this economic success. It presents a ten-year plan to drive inclusive growth - ensuring that all residents benefit from the opportunities being generated by the city's economic opportunities.

One of the mechanisms we use to make this happen, is social value. As well as generating social value through our procurement, we collaborate with other anchor organisations in the city to deliver shared initiatives - such as our work to become recognised as a real living wage city.

Regeneration presents a unique opportunity to transform the socioeconomic landscape of an area. These schemes span multiple partners, timeframes, and neighbourhoods, and all have their own social value plans. By creating a shared vision for social value across a whole regeneration area, we can harness the collective knowledge and resources of partners, tackle poverty and structural inequality, and make a greater impact over a longer time period. Below are two examples of what this looks like in practice.

North Manchester

North Manchester, one of the most deprived parts of the city is in the early stages of large-scale housing and health led regeneration, representing a £6bn investment over the next decade. This includes Victoria North (15,000 new homes), North View (a reprovision of a mental health facility), and the redevelopment of North Manchester General Hospital into a health campus alongside much needed investment in the hospital and new commercial spaces and education and wellbeing hubs. The partners (anchor institutions & joint venture development partners) created a shared 'North Manchester Social Benefits Framework' in 2021 to articulate the ambition for how to improve the health, wellbeing, education & economic opportunities for existing residents. The framework has five overarching themes that respond to the specific needs of the area. This also linked into the 2018 North Manchester Business Network, and over time, the framework has been used by wider organisations in North Manchester to deliver their social value or ESG commitments too.

To support delivery against the framework, social value governance structures were established, including a supplier network and a North Manchester Charter (which outlined how all partners would work together). The governance evolved and is now fully embedded at both strategic and operational levels for the delivery of North Manchester's regeneration. Additional resources were developed too, including a contractor's guide and a social value brokerage service. The brokerage service is an online tool whereby any suppliers or local community organisations can submit a social value 'ask' or an 'offer' which streamlines the process. Decisions are made by a panel comprised of representatives from Manchester Council, development partners, and the voluntary sector.

To ensure the partnership continues to respond to live challenges, the framework was updated this year (2025). As part of this review, we worked with Homes England to develop new 'placed-based-indicators' for Victoria North. These were coproduced with key stakeholders and local community leaders.

South Manchester

The South Manchester regeneration schemes encompass an expansion of Manchester Airport, the redevelopment of Wythenshawe Hospital Campus and Wythenshawe Town

Centre, and a transport investment programme. To maximise the socioeconomic potential of these joint schemes, we hosted a co-design workshop with development partners and voluntary sector leaders to explore possible social value priorities.

The South Manchester Social Value Framework responds to specific local needs, including a focus on supporting people with special education needs and disabilities, as there are significantly higher numbers of people living with a disability in South Manchester (40%) when compared to the regional average (21%). This framework uses a Theory of Change model – mapping shorter-term socioeconomic outcomes and indicators against longer-term impact measures – so that social value can be approached as a continuum over the 15+ year lifespan of these schemes.

Building on the learning from North Manchester, a set of enabling partnership principles and projects were also discussed and agreed. These include a joint information-sharing campaign to residents, the establishment of a single point of access for education and employment opportunities across the different schemes, and a shared brokerage process for community support.

In all of the social value regeneration partnerships that Manchester City Council is involved in, the shared vision has been created and owned collectively. Our role often focuses on; looking at the schemes in their entirety, identifying gaps and opportunities, aligning existing social value plans to city strategies, brokering cross-sector relationships, and highlighting local assets and community voice. By doing this, we believe we can channel the social value potential of regeneration schemes into tackling some of the biggest challenges faced by the local communities.

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