

Project

The Other City Project

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Context

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Across Salford and Greater Manchester there is a significant creative and cultural industries cluster, which has grown strongly and forms an important element of the Greater Manchester economy. The sector has significant growth potential, with forecasts predicting a 14% uplift in employment across the conurbation.

Strong sector growth is driving the demand for premises as well as tailored and sector specific support services. However there is a current identified lack of creative and cultural workspace in the conurbation, amplified by the closure of many creative workspaces in recent years. The success of town and city centre living across Greater Manchester has meant many of the properties previously used for creative uses that have offered affordable rents have been lost to redevelopment.

In addition to the need for creative workspace, access to tailored and sector specific support services is not currently being addressed by the market and is required to support the sector to stimulate growth and business success. Intervention is needed to provide both the capital and revenue infrastructure needed to support the sector's continued growth.

Market Failure Assessment

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Key challenges are:

Lack of Information / Information Asymmetry – Incomplete knowledge of the market for the proposition and method to construct the best business plan/marketing strategy. Businesses lack the information they require to inform investment and interaction decisions and fail to appreciate the benefits they could gain from participation activities. This leads to low investment. This project will support SMEs to explore new business opportunities through a tailored support package, including the ability to access small grant awards where businesses demonstrate strong growth potential, and the opportunity to benefit from engagement in Greater Manchester's creative and cultural industries ecosystem, whether by being based at Islington Mill / New Islington Mill or engagement through the project's wider creative network.

Coordination failures – as a number of partners need to come together to successfully share expertise and ideas, it can be challenging to secure full involvement to support successful delivery. The Other City Project (OCP) will further support the establishment of relationships with artists, businesses and other institutions through workshops and other events, to build on the established creative and cultural network. These beneficial relationships will be deepened through delivery of the project and its activities

Project Objectives

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1. Provide creative and cultural workspace supporting a growing cluster
2. Develop a strengthened cluster and network of creative and cultural businesses within Greater Manchester
3. Support new and established creative and cultural businesses to build business confidence and aspirations
4. Provide businesses with a route map for their future growth and development
5. Secure additional investment into the sector as businesses explore new growth opportunities
6. Increase business turnover and improve productivity
7. Retain and attract talent and a growing business base

Rationale

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The rationale for intervention includes: strong sector growth; a lack of available/ affordable space; the strength of Islington Mill's existing reputation in the creative and cultural industries; closure of other studios; and a high graduate retention rate. Forecast growth in the creative and cultural industries requires appropriate business premises to be provided and support to be available to stimulate growth. There is clear demand for the services and workspace that the OCP will provide as well as recognition of latent demand that many businesses will be working from home or occupying unsuitable workspace at present because they recognise the challenges facing the sector. As new supply is brought to the market, real demand levels are therefore expected to continue to grow. Islington Mill already plays an important role in the sub-regional cluster and this will be expanded through the project, drawing on existing and new contacts across Greater Manchester. Evidence from a property market review, finds a current deficit in Greater Manchester's supply of workspace for creative industries, finding there is little to no capacity in Greater Manchester's existing space designed to

Inputs

What	Value
ERDF	£3,347,208
Salford City Council	£1,715,537
Arts Council England	£858,000
Islington Mill Arts Club	£334,405
The Women's Organisation	£31,953
Heritage Lottery Fund	£570,000

Intended Impacts

[What](#)

Establish a pro-active network of creative and cultural industries businesses as a legacy that works in a collaborative manner for mutual benefit

Retain and attract talent and a growing business base within Greater Manchester

Foster greater collaboration in the creative and cultural sector

Higher levels of enterprise and survival in the creative and cultural industries

Additional investment levered into the sector

Increased business turnover and improved productivity

Outcomes

ID	Intended Outcome	How is it Measured?	Level	Baseline	Actual
1	C8: Employment Increase in supported enterprises	FTEs within supported businesses	Business	TBC by beneficiaries	Additional 40
2	C28: Number of enterprises supported to introduce new to the market products	Count of new products and services within supported SMEs	Business	N/A	50
3	Uplift in GVA contribution	GVA uplift based on discussions with beneficiaries	Business	TBC by beneficiaries	TBC by beneficiaries
4					
5					

Outputs

What	Value
C1: Number of enterprises receiving support	200
C2: Number of enterprises receiving grants	15
C4: Number of new enterprises receiving non-financial support	174
C5: Number of new enterprises supported	50
P2: Public or commercial buildings built or renovated	2263

Activities

What
Refurbishment of the derelict fifth and sixth floors of Islington Mill
Acquisition and redevelopment of New Islington Mill
Delivery of a Creative Enterprise Growth Programme