

**Manchester City Council
Report for Resolution**

Report to: Economy Scrutiny Committee

Subject: Budget and Business Planning: 2014/15 – 2015/16: Scrutiny of the Growth and Neighbourhoods Business Plan

Report of: Deputy Chief Executive (Growth and Neighbourhoods)

Purpose of Report

This report sets the Growth and Neighbourhoods Business Plan, attached as an appendix, in the context of the Council's business planning process. It introduces some of the key objectives and changes described in more detail in the plan.

Recommendations

The Committee is invited to review and comment on the Growth and Neighbourhoods Business Plan appended to this report.

Wards Affected: All

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Background documents (available for public inspection):

Growth and Neighbourhoods Budget 2014/15 – Report to Executive 12 February 2014

1.0 Introduction

- 1.1 The Council has adopted a business planning process to ensure resources are allocated to best achieve the organisation's objectives. Following the publication of the local government financial settlement for 2013-2015 it became clear that around £80 million of savings will be required over 2013/14 and 2014/15. The plans set out how the 2014/15 savings proposals, agreed as part of the 2013/14 budget process, will be made whilst continuing to deliver high quality services for the people of Manchester, and to make progress towards the objectives of the Community Strategy and Greater Manchester Strategy.
- 1.2 The authority's business planning structure mirrors its organisational structure, and there are three business plans covering the 'Corporate Core' and the newly established 'Growth and Neighbourhoods' and 'Children and Families' directorates.
- 1.3 The Council's business planning approach consists of two elements: the plan itself and a preparation exercise. The latter is a process of self-evaluation and reflection, based on analysing performance towards existing objectives and savings targets to identify the key challenges for the directorate to address in its business plan.

2.0 Business Plan Structure

- 2.1 The business plan sets out the role of the new Growth and Neighbourhoods directorate in delivering the priorities for the City and the Council's objectives for the next two years. The appendices set out how the objectives will be resourced and assured. Performance towards objectives is monitored through the Council's Performance Management Framework. Quarterly reports are submitted to the Growth and Neighbourhoods directorate management team to support intervention at a strategic level to ensure objectives are met.
- 2.2 Given the breadth of the directorate, the business plan is supported by a number of service plans that provide more detail on the key objectives and actions that will be taken. Combined, they also support the development of ward plans.
- 2.3 Support and challenge from elected members through scrutiny is a crucial part of the business planning process and provides assurance that directorates are planning to deliver services that meet members' and their constituents' needs. Plans include details of the key challenges identified by the directorate. Members of scrutiny committees are invited to assess and comment on these challenges.
- 2.4 Business plans are structured as follows:
- Narrative:
- Priorities for the City – strategic context
 - Vision and Business Overview

- Summary of key challenges (from the preparation exercise)
- Objectives
- Key Changes to be Delivered
- Delivery of Budget Savings

Management Appendices:

- Appendix One: Finance
- Appendix Two: Performance
- Appendix Three: Workforce
- Appendix Four: Equality Action Plan
- Appendix Five: Risk and Resilience

3.0 Growth and Neighbourhoods Business Plan

- 3.1 The Growth and Neighbourhoods business plan objectives are closely linked and contribute to the overarching priorities in the Community Strategy Strategic Narrative of **growth, people**-focused public service reform and supporting a focus on **place**, ensuring public services meet the differing needs of Manchester's different neighbourhoods. Therefore the objectives are structured under those three themes - creating growth, places where people want to live and access to jobs for Manchester people.
- 3.2 The Growth and Neighbourhoods directorate has a gross 2014/15 budget of £202.5 million (net £96.7 million) and 1,383 full time equivalent (FTE) staff.
- 3.3 The objectives are as follows:-

Creating Growth

- Continue to attract and enable investment and business growth in the city in order to increase the employment base
- Further enhance the role of the city centre as not only the major regional economic driver but a national and international engine of growth
- Continue to attract and influence key transformational growth projects such as Manchester Airport City Enterprise Zone and the Etihad Campus
- Influence and drive policy at GM, National and European level
- To ensure that economic and population growth is supported through the provision of sufficient new homes including facilitating the building and development of 5200 new homes in the three years up to 2016, with a further 8,000 new homes by 2019
- Deliver sustainable economic growth that supports the low carbon agenda

Places where people want to live

- Create a city that will have clean, green, safe and inclusive neighbourhoods where residents participate and take responsibility for themselves and encourage others to do the same
- Create places where people want to live, with a good social, economic, cultural and environmental infrastructure.

- Ensure delivery of a sound universal offer (a basic level of service for every resident that includes access to leisure, libraries, parks, waste collection and recycling facilities), that enables and supports a reduction in the demand for targeted and specialist services
- Maintain regeneration of the city, working to establish popular neighbourhoods
- Support businesses and residents to create thriving district centres with appropriate retail and amenities
- Support and develop the sustainability and resilience of active community groups and residents
- Creation and management of a broad housing offer that meets the needs of growing, working, diverse population

Access to jobs for Manchester people

- Enable leverage through the £250m capital programme to create jobs for Manchester people
- Create more apprenticeships, taking into account the age profile of the city
- Equip residents, including young people with opportunities to obtain the right skills and qualifications
- Engage with employers to help them create opportunities at all skills levels for Manchester residents
- Link residents to jobs created at city wide and neighbourhood level
- Continue to embed the work and skills agenda into PSR delivery models, including the creation of positive pathways for young people and those furthest from the labour market
- Maximise GM resources for improving skills and access to employment

Key Changes to be delivered

3.5 The following changes, with a particular focus on the remit of Economy Scrutiny Committee, will take place across the new Directorate to support the achievement of these objectives.

Policy development and planning

- Provide the policy framework for the growth of the city, leading the development of a successor to the Community Strategy and a refresh of the Core Strategy
- Conclude GM Growth and Reform Deal with Government and identify the projects, programmes and interventions required to achieve Greater Manchester Strategy objectives. This will include bringing together of the growth deal, EU strategy and public service reform.
- Begin to deliver projects that are aligned with the EU Investment Strategy for 2014-20 programme
- Commence a refresh of the Core Strategy (to include review of housing and employment land, allocations and Community Infrastructure Levy policy)
- Implement agreed research priorities to support growth across the city
- Agree Strategic Development priorities and governance
- Promote new regeneration frameworks for key developments and continue to support existing frameworks

- Complete a refresh of the City Centre Strategic Plan
- Agree programme of strategic regeneration framework development/refresh.
- Refresh /develop a strategy for District Centres across the city to better position them as destinations encompassing a broader offer than retail

Delivery of Infrastructure Improvements

- Set up arrangements to introduce a delivery vehicle to drive residential growth
- Develop HS2 funding mechanisms for Piccadilly and Airport stations and associated development and resolve issues that may arise from any associated development.
- Take forward planned developments at Spinningfields, Quay Street, NOMA, First Street and the Civic Quarter
- Agree the Northern Hub design for Ordsall Chord, Oxford Road and Piccadilly
- Support the delivery of the Second City Crossing from Jan 2014 onwards
- Develop a business case and begin to implement the Civic Quarter Heat Network

Housing

- In line with the city's residential growth strategy, continue the delivery of new homes that attract and retain economically active residents e.g. The Way at Beswick, Redrow schemes in Moston, Maine Place in Moss Side

Work and Skills

- Ensure the Airport City employment strategy is translated into an operational reality, linking GM residents and in particular Wythenshawe residents to the employment opportunities created;
- Develop a similar strategy to maximise the local economic benefit from East Manchester programmes;
- Open the Employer Suite in its new Town Hall extension permanent base, refresh the offer to employers and ensure that more of the City centre employment opportunities are recruited through this route. Maximise the opportunity of the co-location of the Employer Suite and Jobcentre Plus as part of the public service hub in the Town Hall extension to integrate work and skills activity;
- Expand activity to increase the number of apprenticeships in the city and the number of young Manchester residents accessing the opportunities including expanding apprenticeship opportunities that the Council can offer either directly or through our supply chain;
- Work with the Manchester College on the implementation of its strategic review and enhanced contribution to the City's objectives
- Ensure that the GM Work Programme Leavers initiative is delivering in a way that meets the needs of this particular cohort in the city and is integrated with the wider public service offer;
- Work with other Directorates to respond to the 'big ticket' challenges of health and social care and complex dependency and embed the approach of removing barriers to work
- Develop an employer engagement framework to ensure that there is a varied and consistent offer to employers across school engagement, work

experience, apprenticeships and local labour and that employers play their part in making this a success;

- Continue to expand the use of public buildings such as libraries and leisure centres to help connect residents to appropriate training, skills provision and employment opportunities

4.0 Next Steps

- 4.1 Business plans come into effect on 1 April 2014. Plans will be amended to reflect comments from scrutiny committees, any issues arising as part of the budget setting process and emerging national policy changes. A timetable setting out the budget and business planning process is included at appendix one.

Appendix 1 – Budget and Business Planning Timeline

The table below outlines the proposed dates for the scrutiny of 2013/14 - 2014/15 business plans by Overview and Scrutiny committees:

Date	Activity
12 February 2014	Executive to consider budget reports and recommend a proposed budget to the Council.
17 – 18 February 2014	Special meetings of scrutiny committees to consider the Council's draft business plans and make recommendations to the special budget Finance Scrutiny Committee.
24 February 2014	Special budget meeting of Finance Scrutiny Committee to consider Executive budget proposals and any proposed budget amendment(s).
7 March 2014	Council meets to set budget.
1 April 2014	Business Plans operational