



Growth and Neighbourhoods Business Plan

Business Planning 2014/15 – 2015/16

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Vision Statement

To provide the leadership and focus for the sustainable growth and transformation of the City to retain our international competitiveness. This means identifying and promoting opportunities to develop the City's fabric, infrastructure, business & skills base and connecting local communities to the employment opportunities, while also getting the basics right, working with our partners and neighbourhoods, so that the city is clean, safe and green and communities take pride in and ownership of their area and lives.

*Sir Richard Leese, Leader of the Council
Councillor Sue Murphy, Deputy Leader of the Council
Councillor Bernard Priest, Deputy Leader of the Council
Councillor Rosa Battle, Executive Member for Culture and Leisure
Councillor Kate Chappell, Executive Member for the Environment
Councillor Nigel Murphy, Executive Member for Regeneration and Housing
Councillor Jeff Smith, Executive member for Finance and Human Resources
Sara Todd, Deputy Chief Executive
Eddie Smith, Strategic Director (Strategic Development)*

Priorities for the City

The priorities for the City and the Council are set out in the Greater Manchester Strategy (which has been refreshed during 2014/15), the Community Strategy and in the Council's Strategic Response to the Budget and Medium Term Financial Strategy. These set the framework for 2014/15 and the years ahead.

The Council is working with partners and government to seek to create a platform for fiscal self-reliance that empowers local authorities to undertake their place-shaping role to create high quality places that attract and retain more productive people and businesses. To achieve this ambition there is a need to improve the productivity of the labour market; a precondition for growth that can only be delivered through fundamental reform of the way that public services are delivered. Creating jobs and growth without reforming services or transforming places will not reduce the costs of dependency. The challenge is to do this whilst managing significant funding cuts at the same time.

The priorities fall into the following areas:

- a) Promoting economic growth - vital to the economic health of city as a whole, it is important to create the conditions for growth with places that businesses want to locate and ensuring there is the right housing, infrastructure and skills offer. This is essential to increasing the tax base and links to reform and reducing dependency
- b) Public Service Reform and reducing dependency, with a focus on the two big ticket items of integration of health and social care and tackling complex dependency - important in reducing cost of targeted and specialist services by reducing demand and managing demand better
- c) The underpinning concepts of early intervention, assertive interventions and changing behaviours to reduce dependency and hence reducing the need for public sector spend on reactive services.
- d) Focus on place - the role of community and neighbourhood services in creating and maintaining neighbourhoods where people want to live, work bring up their families and the role of universal services in supporting the reduction in reliance on public sector services. This includes the integration of resources around this. For example public health funding and services, health and social care resources across the City.

The Growth and Neighbourhoods directorate came into being in autumn 2013, and brings together a range of services from across parts of three directorates. It is recognised that whilst good progress has been made in delivering growth through regeneration and by creating neighbourhoods of choice, there are still challenges to be addressed within the context of changing global patterns of growth, the need to stimulate development activity, continuing reductions in public spending and welfare reform. Given this, a number of services have been brought together to lead the growth and neighbourhood priorities for the City. This presents an opportunity to further strengthen the role of Manchester in terms of place-making and economic

growth and to ensure Manchester residents are connected to the opportunities presented as a result of the city's growth.

The bringing together of the core place management and place development services are informed by the Council's priorities for the next 3 - 5 years which are described in the refreshed Community Strategy strategic narrative. These seek to build on the strengths of the City and ensure that Manchester remains well positioned within the changing global context. Serious new challenges are affecting the City and its communities. In this context, the priorities for delivering growth and place-making are:

- Greater internationalisation with more businesses exporting and greater levels of inward investment
- Supporting our growth sectors - digital / creative, financial and professional services, bioscience and health, advanced manufacturing
- Ensuring the right mix of commercial and industrial space to support growth
- Strengthening the capacity to lead the development of policy for growth and reform of public services with particular reference to the Manchester Family through, where necessary, the Greater Manchester Combined Authority and the Local Enterprise Partnership.
- Continuing investment in transport and digital infrastructure to ensure the connections to international and UK markets and having the strongest possible labour market.
- Creating new investment and delivery models.
- Developing a housing market that supports growth by enabling more families to stay in the City as they grow and become more productive. Also, through the construction jobs it creates in the short term and the strong labour market it sustains
- Moving further towards a low carbon economy that meets reduction targets and creates jobs in new sectors.
- A greater focus on work in neighbourhoods to connect communities to growth and the need to change behaviours within localities to reduce dependency on high cost public services.
- Sustaining high quality, strategically placed cultural and community services that maximise residents' access to Universal Services that enables a reduction in demand for targeted and specialist services.
- Creating 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
- Creating places where people want to live, with a good social, economic, cultural and environmental infrastructure
- Only delivering services where they have been tested as the best overall option for customers and communities and providing the highest quality local amenities and the best in terms of value for money.
- Providing leadership and co-ordination for the integration of commissioning and delivery of services around individuals and families at neighbourhood level. Putting work and skills at the heart of all of our people based interventions.
- Co- location with key partners in neighbourhoods where possible.

- Strengthening the labour market through work with partners to ensure that skills match the needs of the economy, growing, attracting and retaining talent at the top end and enabling those with low skills to progress.
- Maximising the impact of the funding that is available and drawing in national, European and private sector investment.
- Mitigating the impact of Welfare changes which will exacerbate the pressures in deprived neighbourhoods and in fragile housing markets.

The creation of the a new single Directorate will provide the leadership for the City on growth and neighbourhood focus at City, Greater Manchester, regional and national levels and with European and other international partners. As a result, it is ideally placed to collaborate with the Directorate for Children and Families to strengthen universal services and their impact at a neighbourhood level on promoting independence.

Business Overview

The Growth and Neighbourhoods directorate takes a strategic lead in ensuring sustainable economic growth and transformation of the city, whilst also getting the basics right; ensuring the city is clean, safe and green and communities take pride in and ownership of their area and lives. The directorate works closely with the other directorates and partners to deliver the above priorities and the ambition for Manchester to be a world class city with sustained economic growth and better lives and opportunities for residents.

There are a number of service areas within the directorate which work closely together to drive forward the strategic priorities of the Council. These are:-

Strategic Development

The Strategic Development Division is structured into three areas: Strategic Development, Capital Programmes & Property and Strategic Housing. The Division provides the organisational leadership and accountability for large development projects that deliver wealth, jobs, new homes and improve the Council's fiscal position. This includes responsibility for the delivery of large and transformational commercial and housing projects.

The Strategic Development Division will be responsible for the delivery of key transformational projects including Airport City Enterprise Zone and strategic cultural projects such as HOME, major housing projects including the City Fringe, West Gorton, Brunswick PFI etc. and the new Technical Services hub bringing together capital programme and project management and a stronger corporate landlord function.

City Centre Growth and Regeneration

The principal aim of the City Centre Regeneration Team is to provide the essential focus for the co-ordination of the Council's input into the delivery of various initiatives that support the regeneration of the city centre, and to work on the development and delivery of regeneration frameworks and major projects which contribute to the growth of the city, for example NOMA and HS2. The team work to promote

Manchester and encourage companies to relocate here, bringing new jobs and investment to the city. In addition, the team work to retain and expand the business base in Manchester, to build relationships with potential strategic investors, to encourage growth and perpetuate the achievements and forward momentum of the past few years.

Policy, Partnerships and Research

The Policy, Partnerships and Research team supports Manchester's ambitions for growth by developing the policies and strategies to deliver the city's economic objectives, and bidding for resources to support growth as a part of a wider Greater Manchester Investment Strategy. This includes;

- Developing evidence-based strategies to drive sustainable economic growth and climate change action
- Ensuring that Manchester and Greater Manchester have access to the right tools and resources to deliver on our priorities
- Managing programmes and delivering key projects that support sustainable economic growth climate change action
- Supporting the city's strategic partnerships
- Acting as a centre of excellence for policy development, bidding and research, providing support to all of the Directorates in the delivery of the Council's objectives

Planning, Building Control and licensing

The Planning, Building Control and Licensing service is structured in to three specialist legislative areas. Through the intelligent use of statutory functions and related activity, the focus is on facilitating and delivering growth, protecting neighbourhoods and improving the quality of place.

Integral to the successful performance of the service are links with other parts of the new directorate and partnership working.

The priorities for the service are:

- To deliver specialist statutory and regulatory activities and provide consistent and quality decision making;
- Provide flexible resources to accommodate changing City Council and government requirements;
- Protect the Council from reputational and financial risk through transparent, legally compliant decision making processes.

It has clear links with other parts of the directorate and particularly Strategic Development in providing support in helping to deliver key transformational projects.

Neighbourhood Regeneration

Neighbourhood Regeneration consists of two main areas. These are economy, employment and skills and leadership of Neighbourhood Regeneration.

The Economy, Employment & Skills team:-

- Maximise local economic benefit from strategic regeneration projects (City Centre, Etihad Campus, the Sharp Project, Corridor /Birley Fields, Airport City) in terms of employment creation, support Manchester residents to develop the skills needed to access the jobs, create clear pathways for residents from Manchester's neighbourhoods into the job opportunities and support supply chain and business opportunities:
- Co-ordinate the activity of key organisations engaged in welfare to work and skills activity via the Work & Skills Board at citywide level and local networks in each SRF area;
- Engage employers at both citywide and local levels
- Develop the Town Hall extension as an employer suite /employment and skills offer and learning hubs and work clubs in the heart of neighbourhoods;
- Establish and support enterprise networks and district centre partnerships
- Support business start-ups
- Co-ordinate the public sector reform (PSR) agenda in relation to employment and skills – Economic Development Unit is lead on the integration of the public service offer around the Work Programme Leavers programme citywide and embedding work and skills into PSR delivery models

The Neighbourhood Regeneration teams (NRTs):-

- Lead the development and delivery of Strategic Regeneration Frameworks and Local Plans - accountable for the overall regeneration of place and neighbourhoods
- Provide direction for the delivery of public services and investment priorities for SRF areas
- Deliver key programmes in places - regeneration of district centres, residential developments in neighbourhoods and manage projects
- Manage the ward co-ordination process including ward plans, cash grants and Member and resident engagement
- Coordinate the PSR agenda at the neighbourhood level – NRTs leading the local integration teams for the Troubled Families programme at SRF level.

Neighbourhood Delivery Teams (including customer and community engagement)

Neighbourhood Delivery Teams deliver a broad range of neighbourhood management services in each locality including street cleansing, grounds maintenance, anti-social behaviour and community safety, highways repair, and licensing enforcement. This is supported by city wide support functions including highways, environmental health and trading standards as well as strategic leadership for crime and disorder. Driving forward the waste and recycling strategy for the City is also an essential part of their work.

The key principles of NDTs are to:

- Increase the neighbourhood focus
- Ensure greater accountability to members and residents
- Have a strong approach to partnership working
- Be more efficient and deliver value for money

- Deliver services in a proactive, programmed way through generic working
- Develop a whole team approach with all staff taking ownership of the area

Customer & Community Engagement is focused on behavioural change, supporting communities to become more resilient and independent, to reduce demand on our universal services for residents, communities and our workforce, strategically supporting the required change from person to person contact to greater online/digital processes (channel shift), building on the single point of access and delivering a programmed and efficient link between the directorate and the centres of excellence.

Community Safety Partnerships are a statutory function required under the Crime and Disorder Act to establish a clear vision, strategic objectives and associated indicators of performance against which the Partnership and its partner agencies can measure reductions in crime and anti-social behaviour.

Community and Cultural Services

Community and Cultural Services (CCS) ensures Manchester maintains its reputation and national profile as a creative and sporting city; a unique tourist destination. The service contributes to the economic growth of the city by attracting investment, providing local employment opportunities, contributing to the local supply chain and developing, attracting and retaining talent by delivering and maintaining a portfolio of high quality facilities and events of international significance.

Through local activity programmes, universal opportunities are provided for all residents, including the most vulnerable. This allows residents to be active in their communities, improve their quality of life and become more resilient. A network of high quality community facilities including libraries, leisure centres, cultural venues, galleries, parks and other public space provide a hub of activity for every neighbourhood.

CCS's universal offer strives to maximise opportunities to support targeted and specialist services through externally commissioned programmes for children, young people and their families. The service also seeks to improve residents' physical and mental well being, develop skills, encourage volunteering and improve digital literacy.

Growth and Neighbourhoods and Public Sector Reform

There continues to be a need to build greater resilience in neighbourhoods whereby residents are able to obtain the right skills and access employment opportunities, undertake more activity themselves, demonstrate a commitment to their communities and reduce expectations on public services and where possible utilise more cost effective forms of contact. A strong universal offer provided by the directorate will support residents to become less reliant on targeted services. There is therefore an opportunity, in conjunction with residents, to shape the universal offer to increase independence and support a reduction in the demand for services. Equally securing behavioural change within a number of our neighbourhoods is fundamental to public service reform.

The directorate plays a key role in supporting PSR workstreams and influencing behaviours with a particular focus in the coming year on supporting the integration of health and social care services and tackling complex dependency. This includes the role of Regeneration Teams in supporting the Local Integration teams and Work Programme Leavers initiative as well as leading work to influence behaviours, particularly in relation to waste and recycling and encouraging residents to access services on line. This work allows the directorate to play a key role in bringing together the growth and reform agendas.

Budget Summary

The Directorate has a net budget of £96.8m which is set out below. Further detail can be found in Appendix 1.

Growth & Neighbourhoods	2014/15		
	FTE	Gross Budget	Net Budget
	Number	£'000	£'000
Neighbourhood Delivery	517	109,549	74,886
Community & Cultural Services	369	42,626	23,955
Regeneration	67	24,755	6,038
City Centre Regeneration	6	629	629
Policy, P'ships & Research	69	4,757	2,071
Planning, Building Control and Licensing	116	6,276	205
Strategic Development	224	14,889	-
Directorate Support	15	1,000	1,000
Total	1,383	202,481	96,783

Summary of Key Challenges

Key challenges facing Growth and Neighbourhoods in making progress towards the priorities for the city as described in the Community Strategy Strategic Narrative and implementing the £80 million budget reduction required were identified through a self assessment exercise. The most significant challenges are set out below:

The key challenges for the directorate over the next business planning period are:-

- Ensuring sufficient residential growth of the right quality, tenure and location to support our economic growth ambitions
- Creating a housing offer to meet the needs of the future population including land availability and condition and better management of the existing stock
- Tackling financial challenges in the public and private sector to ensure a creative, innovative approach to investment is developed to support growth
- Managing the transfer and use of community assets, ensuring they are used and promoted in the most appropriate way.
- Implementing and integrating of the new corporate landlord and facilities management arrangements to deliver well managed and efficient buildings and neighbourhood facilities
- Continuing to reduce the environmental impacts of energy, transport and consumption and to drive carbon reductions within the council and across the City
- Responding to the impacts of welfare reform – ensuring analysis continues to be undertaken so that impacts are understood and appropriate actions can be put in place
- Coordinating public sector reform activity at neighbourhood level to reduce dependency and drive down costs
- Leading on the delivery of the Work Programme Leavers to support those residents most removed from the labour market back into work
- Continuing to ensure that skills of Manchester residents, including young people and those furthest from the labour market, are developed to support growth industries
- Keeping the city clean, safe and green with less resources and securing behaviour change in some neighbourhoods which are challenging to manage
- Reducing dependency and increasing resilience, both with residents and our workforce

- Addressing issues raised by an increasing population of a transient nature putting pressure on some of the City's neighbourhoods
- Addressing the impact of reduced capital spend on neighbourhoods e.g. roads, parks
- Delivering a single approach to community engagement with our partners and developing stronger, resilient communities
- Addressing budget pressures and further reductions in funding, including staffing budgets and unidentified savings. Looking to the future to see where future savings can be made.
- Developing integrated working and collaboration with other Council directorates and external partners to deliver better outcomes
- Ensuring effective and efficient staff engagement and communication across a new and very diverse directorate
- Addressing skills shortages in our workforce, developing succession strategies and supporting our existing workforce to develop the skills required to address future challenges

Objectives

The focus on delivery of the Community Strategy through the key spines of growth, people and place must be maintained. The Council has a pivotal role in securing the social, physical and economic future of the City. For the directorate, this includes the development of opportunities to raise skill levels and create employment opportunities; delivering and managing culture, sport and housing; as well as ensuring the city is clean and green, well maintained and safe and residents take pride in their surroundings. Resident engagement will underpin this work and be a critical part of delivering sustainable behavioural change. Culture and sporting excellence are at the heart of the growth agenda and have been, and will continue to be, a major regeneration catalyst. Manchester has an international profile that is a real asset for the City and includes examples such as MIF and of course football.

In order to contribute towards the delivery of the Community Strategy and Corporate objectives over the next business planning period, the Directorate has established a number of priorities, grouped under three themes. These 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 than 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

In order **to facilitate and support the delivery** of these priorities for the City and its residents, the **directorate will also need to:-**

- Address budget pressures and meet savings targets, whilst looking to reduce expenditure in the medium and long term
- Plan for the future workforce, including a review of skills that will be required and the development of career pathways and succession plans
- Build resilience and increase productivity amongst staff within the directorate
- Communicate and engage with all staff ensuring they are aware of the role and function of the directorate and their role within it
- Co-locate with partners and other directorates, where appropriate to enable a reduction in the number of offices and depots
- Look for opportunities to integrate, rationalise and streamline the current structure and in doing so create new delivery models
- Work with partners to review future delivery arrangements
- Maximise our resources and future opportunities for income generation and investment
- Work with ICT to develop new ways of working through the provision of technical guidance and novel solutions, in order to enable the directorate to achieve its objectives
- Improve the quality of data used to inform management decisions

- Continue to rationalise the number of ICT applications within the directorate to enable a more streamlined, flexible, joined up and efficient working practices.

Key Changes to be Delivered

The key changes set out below will support Growth and Neighbourhoods to achieve its objectives and support the Council, with its partners, to achieve its ambitions of economic growth, people-focused reform reducing dependency on high cost services and a focus on place, delivering services that meet the needs of Manchester's diverse neighbourhoods.

1. Creating Jobs and Growth

If Manchester's economy is to remain resilient and the strongest opportunities for future growth are to be maintained, the Council needs officers with strong leadership capacity and potential. This leadership must support the City by securing more of the powers and influence which are needed to align national resources to the City's priorities. This will include securing the maximum ability to invest in transport, digital, housing and other infrastructure, and in skills. The ability to secure resources from Europe and from joint investment with the private sector will also be key to developing local investment models which meet local priorities. Critical to this will be to strengthen the evidence base and further develop our analysis of what will contribute to Manchester being a World Class City into the future.

The Growth and Neighbourhoods directorate will help capture new opportunities for regeneration in the City Centre, which remains the biggest single driver of growth for Greater Manchester and the wider region: and to effectively oversee stakeholder management associated with the continued delivery of a number of significant transformational projects. This will require strong relationships with business as well as universities, national and European Government, other agencies and partners. It will also require the ability to bring forward the right type and mix of commercial and industrial space for businesses to grow in Manchester. This will depend on a sound analysis of land supply and ensuring we maintain a robust planning framework for the City.

The Council has a strong track record of intervening successfully in property development and physical regeneration, particularly in the City Centre, East Manchester and in many district centres. Maintaining the skill base which has made this possible is a key requirement if economic growth is to be converted into jobs. This will require us to further develop our Strategic Development function with the expertise to deliver commercial, cultural and residential projects. It will also require the ability to bring forward the right type and mix of commercial and industrial space for businesses to grow in Manchester. This will depend on a sound analysis of land supply and ensuring we maintain a robust planning framework for the City.

The Council's Digital Strategy supports the Government National Broadband Delivery programme and public WiFi provision. The strategy will facilitate digital connectivity in Manchester, stimulating the growth of connected businesses operating in the region and improving the Internet offer available to Manchester residents, workers, and visitors.

A major risk to the long term success of our priorities of driving economic growth and reducing dependency is that those who benefit move away only to be replaced by residents with a level of dependency which takes the neighbourhood back to where it started. A key priority in the coming years will therefore be to secure the right housing offer to attract and retain successful individuals and families. This will require an appropriate and timely land supply, suitable technology to enable delivery and the skills to align and sequence investment in housing with the investment in people through interventions such as the Troubled Families programme. It will also require the capacity to influence the management of social housing and secure powers over the private rented sector where necessary to prevent gains in enabling people to become more economically productive and self reliant being lost to population churn.

In order to deliver the directorate's priorities aligned with creating jobs and growth, there are number of actions that will take place over the coming year. These are:-

- 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
- Set up arrangements to introduce a delivery vehicle to drive residential growth
- Identify new investment action areas to promote residential growth (first wave to include Ancoats/New Islington, West Gorton, Moss Side)
- Secure completion of 1,800 new homes
- 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
- 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.

These actions will make a key contribution to the delivery of the Greater Manchester Strategy which will support the continued growth of the City through creating the conditions for growth, supporting businesses, reducing worklessness and improving the skills base and building independence and raising expectations through public sector reform.

2. Places where people want to live

The Council and its partners have made progress over the past ten years in helping Manchester residents to improve key outcomes such as education, skills, health and reducing crime and disorder; often faster than national rates of improvement, enabling gaps between Manchester and elsewhere to be closed. To continue and accelerate this trend in the new context will require an approach in which we integrate our capacity to support growth with our capacity to support Manchester people. The coming together of services such as Neighbourhood Delivery, Neighbourhood Regeneration and Community and Cultural Services is critical in being able to manage and develop places where people want to live now and into the future.

However, despite this progress there still remains a high level of dependency within the city. Reform of public services in ways which reduce dependency is essential in order to spend less as demand and need reduces. There have been early signs of success in improving outcomes for Troubled Families but the principles applied to this will need to be developed and applied at a much greater scale. NRTs are well placed to support the development and delivery of PSR at a place level building on their understanding of the place dimensions of poverty and dependency and the strong partnership working with other public sector partners as well as employers and the private sector. The teams are able to support the development of new PSR approaches, implement them through SRF /LIT structures and engage members and residents.

Associated with the need to reduce dependency, a stronger focus on working with communities to encourage changes in behaviour which reduce the need for spending is required. Examples of this include increasing recycling and reducing litter. Initiatives are being implemented to build greater resilience within neighbourhoods whereby residents undertake more activity themselves, demonstrating a commitment to their communities and reducing expectations on public services. In this context, it is recognised that a strong universal offer can support residents to become less reliant on targeted services. Over the next year, this work will continue, with a particular focus on waste and recycling and continue to encourage residents to use digital channels to report problems, resolve queries or request services.

The establishment of a Clean City fund supported by a one off airport dividend of £14.5 million aims to deliver a number of strategic interventions to improve the quality of the environment in the City which are designed to bring about sustainable improvements and behaviour change. It is intended that any project funded from this reserve must make it possible for us to achieve our goals at lower cost in the future.

Our partnerships with communities and voluntary groups, for example, in the provision of cultural and leisure facilities will become even more important. We need to engage and build capacity within our communities to create independent and thriving places.

The need for radical public service reform requires us to ensure effective asset management enabling the City's communities get the best quality facilities to make our neighbourhoods places where people choose to live. This will involve brokering the changes needed in public service delivery that maximise the co-location opportunities to integrate public services and reduce dependency and integrating the use and make the most effective use of the Council's operational estate and assets at neighbourhood level.

There has been significant progress in putting in place a neighbourhood focused approach to service delivery through Ward Co-ordination, and Neighbourhood Delivery Teams and their work with local partners such as Registered Providers and Neighbourhood Policing Teams. This needs to be consolidated and brought together through close and integrated working with Regeneration and with Community and Cultural Services. This approach needs to be reflected throughout the Council. We need to increase our capacity to lever in investment in relation to service delivery as well as capital investment.

Over the past ten years Manchester's population has grown at a faster rate than any other UK city. The objective of the Community Strategy is to continue this population growth. The key will be the nature of the population. We can expect continued inward migration in response to labour market requirements and growing numbers of people living longer. To support this growth of population there has to be significant and sustained residential growth. The ability to identify and deliver housing interventions will therefore be a key skill to be embedded within the Council's strategic development function to support strategy at both the City and Greater Manchester level.

Over the next year the Directorate will:-

- 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
- Develop a robust strategy for managing the growing private rented sector, particularly in more marginal neighbourhoods.
- Refresh /develop a strategy for District Centres across the city to better position them as destinations encompassing a broader offer than retail
- Refresh the Community Safety Strategy and further develop partnership approaches to delivering against priorities.
- Ensure that the Clean City Fund invests in projects that make a visible and lasting positive impact in key locations across the City
- Establish and develop the future model for delivery of the waste collection service which may include further integration of other street based services
- Refresh the strategy to increase levels of recycling and reduce residual waste incorporating learning from a series of pilot projects

- Develop better management of the City's neighbourhoods including enforcement and compliance activity
- Evaluate the neighbourhood delivery pilot work in Wythenshawe that has taken place with Wythenshawe Community Housing Trust
- Improve the city's cycling infrastructure
- Ensure the highway network is managed effectively (including drainage) and that resources are maximised as far as possible to meet priorities
- Further develop collaborative opportunities with TfGM
- Build on the current approach to community engagement to increase levels of resilience and independence in neighbourhoods
- Review and refresh elements of the Core Strategy that focus on Green and Blue Infrastructure
- Refresh the strategy for reducing carbon emissions across the city
- Test different partnership models of delivering the maintenance and investment strategies for our parks, river valleys and open spaces to improve the standard of these spaces
- Deliver new leisure and cultural facilities – Beswick, Levenshulme and Hough End
- Roll out public wi-fi provision across all of the City's libraries
- Review the management and operation of Council's directly managed and contracted leisure stock to enable best outcomes and the most efficient model for the future
- Work with Public Health to provide more targeted services in local community facilities
- Work towards a single Manchester card for residents in the City to that will provide more relevant data residents and enable targeted programmes to be developed which will have the most positive impact in our neighbourhoods.

3. Access to jobs for Manchester People

If Manchester people are to make the most of the opportunities that will be created by growth, the Council will need the strongest possible capacity to connect actions at all levels to secure skills provision which matches the needs of our economy with strategic support to the City's schools and colleges.

The need to reduce dependency underlines the local imperative of significantly reducing worklessness and encouraging skills development. The directorate will lead the delivery of the Work Programme Leavers initiative for Manchester, evaluate the effectiveness of the Fit for Work pilot in North Manchester and continue to contribute to the development of further public sector reform initiatives /phases. To support this, strategic leadership on skills and education will be integrated with the role of regeneration teams in leading the integration of services around the particular needs of individuals and their families. Work and skills must be at the heart of all of our people based interventions.

Over the next year the directorate will:-

- 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

Delivery of Budget Savings

The budget for Growth and Neighbourhoods in 2014/15 is approximately £97m as per the table below.

Growth & Neighbourhoods	2014/15		
	FTE Number	Gross Budget £'000	Net Budget £'000
Neighbourhood Delivery	517	109,549	74,886
Community & Cultural Services	369	42,626	23,955
Regeneration	67	24,755	6,038
City Centre Regeneration	6	629	629
Policy, P'ships & Research	69	4,757	2,071
Planning, Building Control and Licensing	116	6,276	205
Strategic Development	224	14,889	- 10,001
Directorate Support	15	- 1,000	- 1,000

Total	1,383	202,481	96,783
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This incorporates savings for 2014/15 of £3.2m, including the Facilities Management savings which will be taken from the budgets to be centralised from across the directorates. The savings do not require any further planned reductions in FTE's following the service redesigns completed in 2013/14.

The savings targeted for 2013/14 were a total of £10.9m and included a workforce reduction of approximately £4.7m. The majority of these savings have already been achieved and will have a full year effect in 2014/15.

The areas where the planned savings have not been delivered as expected in year and where work is ongoing to ensure full delivery are:-

- Operation Review in Neighbourhood Delivery Teams.
- Reduction in spend within Citywide Services (Highways).
- River Valleys and Bonfires within Community and Cultural Services.
- Building Control

Plans exist in each case to ensure that delivery is achieved within 2014/15.

The savings originally planned for 2014/15 are as shown in the savings schedule. All workforce related savings are on track to be achieved with the required reductions in staffing levels having been made in 2013/14

Neighbourhood Delivery Teams

The savings include:-

£222k from waste and recycling through the reduction in levels of residual waste.
£25k of additional income from within Crime and Disorder.

There is a high degree of confidence that these savings will be achieved in full as a result of the strategies that have implemented across the business planning period.

Community & Cultural Services

The savings include:-

- £250k from area based staffing, which will be achieved through the service redesign that has been implemented.
- £726k from indoor leisure, which will be achieved through the continued implementation of the indoor leisure strategy. Alternative funding for the leisure centres originally earmarked for closure has been secured and the retendering of community contract will deliver the balance.
- £300k from the continued implementation of the Library Review.
- £200k reduction in the budget for Sporting Events.

All of these savings are a continuation of the work undertaken in 2013/14 and there is a high level of confidence that they will be delivered.

Planning, Building Control & Licensing

A £50k saving will be made within planning through an increase in the income achievable.

Corporate Property

A £150k saving will be achieved through a reduction in staffing costs.

Corporate Technical Services

A saving of £150k is targeted as an outcome of the Technical Services Review that has been ongoing in 2013/14.

Facilities Management

The FM target of £1.5m is the most challenging target for the Directorate, £1m of which is expected to be achieved in 2014/15. This relates to savings from the integration and centralisation of all budgets and functions in respect of Facilities Management.

Depots

A saving of £150k is targeted from the collaboration proposals with GMP in respect of sharing depot facilities. Although the proposal has made significant progress it is likely that it will be challenging to release the associated property costs in 2014/15.

Savings Schedule

Savings Proposal	Description of Saving	2014 / 15 £,000
Growth and Neighbourhoods:		
Neighbourhood Delivery Teams		
Waste and Recycling	Reduction in residual waste	222
Central Anti Social Behaviour Action Team		25
Community & Cultural Services		
SRF Teams reductions.	Reduction in overall staffing levels by 25% and the potential reduction from 5 to 3 SRF managers. Budget c£4m.	250
Indoor leisure review - replacement of old facilities with modern and more sustainable alternatives.	Closure & replacement of Miles Platting with the Beswick hub (opening 2014).	(110)
	Closure of Withington with replacement at Hough End (opening 2015).	318
	Work with community groups to develop an alternative delivery model for Broadway under a leasing arrangement or community asset transfer arrangement	252
	Closure and replacement of Levenshulme (opening 2015).	54
Total		514
Library Review - development of outreach libraries and community book collections	Staffing	207
	New Moston	17
	Levenshulme	13
	Miles Platting	55
	Burnage	4
	Fallowfield	0
	Northenden	4
Total		300
Leisure Events	Reduced budget	200
Leisure Trust	Savings from contract	212
Planning & Building Control		
Planning	Increase in Planning Fees	50
Corporate Property		
Reduction in Staffing & Running Budgets	Review of the Staffing Structure and reduced costs associated with Building Surveying function.	155
Facilities Management Redesign		
Reduced Costs	Redesign and potential centralisation of facilities management function	1,000
Technical Services		
Reduced Costs	Savings to be derived from current work being undertaken on redesign of Technical Services and further reductions from Core	150
Directorate Support		
Co-location with GMP	Depot sharing proposals	150
	Total Savings Proposals Growth & Neighbourhoods	3,228

Appendix 1. Financial Plan

Objective Summary

	2013-2014	2014-2015
Service Activity	Approved Budget	Indicative Budget
	£'000	£,000
Corporate and Democratic Core <i>(list other service areas below)</i>	50	50
Neighbourhood Delivery:		
City Wide Services	14,699	15,048
SRF Area Teams	10,594	10,582
Crime & Disorder	966	937
Waste & Recycling	44,524	45,769
Civil Contingencies	209	209
Community and Customer Engagement	1,022	1,022
Depots	1,473	1,319
Sub Total	73,487	74,886
Communiity & Cultural Services:		
SRF Area Teams	5,264	5,182
Leisure	7,070	6,387
Libraries	4,104	3,740
Culture	8,712	8,646
Sub Total	25,151	23,955
Regeneration:		
Neighbourhood Regeneration	4,073	4,038
Other Regeneration	2,000	2,000
Sub Total	6,073	6,038
City Centre Regeneration:		
City Centre Regeneration	413	413
City Centre Portfolio Team	216	216
Sub Total	629	629
Policy, Partnerships & Research:		
City Policy	1,621	1,621
Environmental Strategy	450	450
GM Environment Team	0	0
Sub Total	2,071	2,071
Planning, Building Control and Licesing:		
Planning	703	653
Building Control	268	268
Licensing	(716)	(716)
Sub Total	255	205
Strategic Development:		
Strategic Development	0	0
Sharp	0	0
Strategic Housing	815	815
Capital Projects & Technical Services	(7)	(9)
Corporate Property - Valuation & Operational Property	5,349	2,766

Corp. Prop. - Corporate Items	(5,496)	(5,496)
Corp. Prop. - Non Operational Property	(9,532)	(7,254)
Property Rationalisation	177	177
Sub Total	-8,694	-9,001
Directorate Support:		
Support Services (Neighbourhoods)	(944)	(944)
Unallocated Savings	(506)	(106)
Sub Total	-1,450	-1,050
Targeted and Specialist:		
FM Redesign		(1,000)
Universal:		
Core:		
Total	97,571	96,783

Subjective Summary

	2013-2014	2014-2015
Subjective Heading	Revised Estimate	Indicative Budget
	£'000	£,000
Expenditure:		
Employees	49,659	49,254
Running Expenses	145,957	156,492
Central Recharges received		
Capital Financing Costs	25,135	20,115
Contribution to reserves		
Gross Operating Expenditure	220,751	225,861
Less:		
Central Charges Issued		
Other Internal sales	(23,380)	(23,380)
Net Operating Expenditure	197,371	202,481
Income:		
Government Grants	(3,422)	(3,422)
Contributions from Reserves	(40,018)	(45,443)
Other Grants Reimbursements and Contributions	(15,937)	(15,937)
Capital Financing Related Income		
Customer and Client Receipts	(39,471)	(39,719)
Other Income	(952)	(1,177)
Total Net Budget	97,571	96,783

Items highlighted Yellow can not be completed until central recharges are issued (Late Feb)
In the meantime total should tie in to Net Cash Limit issued

Appendix 2. Performance Plan

Performance Measures

Theme	Performance Measure	Actual Performance (2012/13)	Target Performance	
			2014/15	2015/16
Creating Growth	Average annual prime retail rents in Manchester (£ per square foot per year) – Dec 2012	£250		
	Average annual prime office rents in Manchester (£ per square foot per year) - Dec 2012	£28.50		
	Number of commercial planning applications submitted during the month. – Mar 2013	9		
	Percentage of business premises in Manchester that are occupied. – April 2013	78%		
	Total Monthly Footfall at Manchester Markets – Mar 2013	855,788		
	Monthly Footfall in the City Centre – Mar 2013	3,179,665		
	Percentage of empty residential properties within Manchester – Mar 2013	5%		
	Mean average house prices of properties sold within the month – Jan 2013	£122,500		
	Number of properties registered as sold within the month by The Land Registry – Jan 2013	276		
	Average asking rents for 2 bed apartments in Manchester (£ per calendar month) – April 2013	£730		
	Number of available 2 bed apartments in Manchester – April 2013	1,051		
	Number of new registrations on the housing register – Mar 2013	2,619		
	Carbon emissions within Growth and			

	<p>Neighbourhoods</p> <ul style="list-style-type: none"> - Council managed buildings (Co2 Tonnes) - Council business transport 	<p>33,850 tonnes No backdated data available.</p>		
Places where people want to live	<p>Waste and Recycling</p> <ul style="list-style-type: none"> - % household waste recycled or composted - Amount of household residual waste per household (Kg) 	<p>36.8% 480.66kg</p>		
	<p>Channel shift</p> <ul style="list-style-type: none"> - On line transactions (environmental issues) as a % of total transaction - Libraries online renewals 	<p>7% 17%</p>		
	<p>Resident satisfaction</p> <ul style="list-style-type: none"> - Public Land Clean - Refuse Collection - Doorstep recycling - Local tips/ household recycling centres 	<p>63% 73% 77% 76%</p>		
Access to jobs for Manchester People	<p>Apprenticeship starts: under 19 (Aug 12 – Jan 13)</p> <p>Apprenticeship starts: 19-24 (Aug 12 – Jan 13)</p> <p>Apprenticeship starts: 25+ (Aug 12 – Jan 13)</p> <p>JSA claimant count – Mar 2013</p> <p>Unemployment Rate – Mar 2013</p> <p>Numbers flowing on to JSA – Mar 2013</p> <p>Numbers flowing off of JSA – Mar 2013</p> <p>All 18-24 year old JSA Claimants – Mar 2013</p> <p>18-24 year old JSA Claimants, duration of claim 6 months+ – Mar 2013</p> <p>18-24 year old JSA Claimants, duration of claim 12 months+ – Mar 2013</p> <p>Out of work benefits - Job Seeker – Aug 2012</p> <p>Out of work benefits - ESA / IB – Aug 2012</p>	<p>481 682 956</p> <p>20,229 5.7% 3513 3733 5075 1680</p> <p>895</p> <p>19,890 32,690</p>		

	<p>Out of work benefits - Lone Parent – Aug 2012 7,940</p> <p>Out of work benefits - Others on income related benefit – Aug 2012 1,940</p> <p>Total residents claiming OOWB – Aug 2012 62,470</p> <p>% of residents claiming OOWB – Aug 2012 17.5%</p> <p>NEET Rate (percentage of 16-18 year olds, residing in Manchester , who are not in education, employment, or training) – Feb 2013 6.3%</p> <p>Volunteering - needs to be developed <i>% of volunteers linked to work readiness.</i> To be developed</p>			
Facilitation and support to delivery	<p>Complaints - % complaints answered within 10 days</p>	<p>N/A – unable to provide figure based on new directorate structure. Backdated figure will be available on 1st April</p>		
	<p>Measure to support the FM review to be developed.</p>			

Appendix 3. Workforce Development Plan

Workforce Strategy (Growth & Neighbourhoods)

The establishment of the new Growth and Neighbourhoods Directorate brings an opportunity to ensure our workforce are adequately skilled and deployed to deliver against our strategic objective of developing opportunities for **Growth** and **Reform** across the City. Development of leadership and management capacity at all levels remains important to support innovation and lead the development of services that can support greater independence at a neighbourhood level and lead to better outcomes for residents. Plans must be implemented to ensure that effective succession planning, skills development and career pathways are embedded to have the highest opportunity to retain the skills that are needed and develop a further empowered, motivated workforce. Further opportunities to develop partnership and collaborative working and services must be reviewed to look at more effective and integrated ways of working, all whilst operating within the context of reducing budgets and workforce.

The focus for the workforce needs to be on developing:

- 1. Developing Leadership and Capacity**, there continues to be a strong focus on Leadership Development within the Growth and Neighbourhoods Directorate, to ensure successful delivery of our **Growth** and **Reform** agenda, whilst continuing to deliver excellent services accessed and delivered at a neighbourhood level to support stable and sustainable communities. Effective management will be essential to ensure improved strategic and operational integration of services within the new directorate, develop further collaboration and commissioning models, build resilience and independence with the workforce. There will be a continued focus on developing our middle managers, of which coaching and mentoring will be an important element as well as continuing to develop basic skills.
- 2. Planning for the Future Workforce**, workforce savings for 2013-15 will be broadly achieved by year 2 however there will be further financial challenges ahead with the announcement of the next budget settlement in 2014. It is therefore important that there is a focus now on the services and workforce that will be required for the future with the expectation of further budget cuts and workforce reductions. All opportunities for more efficient ways of delivery services will therefore be explored, particularly focussing on where there can be improved efficiencies across services and directorates but also through joint working or commissioning from other organisations. Effective movement of staff around the organisation will be essential to deliver this and this will be supported by the HROD Strategic Workforce Planning Group and Directorate Resourcing Panel.
- 3. Developing Workforce Skills and Capacity** will be critical for the success of the new directorate. Priority work in this area will be lead by the directorate Workforce Development Group, supported by HROD. Increased flexibility, responsiveness and skills of our workforce will be a priority along with developing skills such as stakeholder management and influencing skills, project management for collaboration, further development of commercial skills and increased knowledge and understanding of investment models. In addition to these areas we will focus on professional development and career paths, this principle will be the centre of service re designs for example within Capital Programmes and Property.

Workforce Plan				
People Strategy Theme	Directorate Workforce Priorities Aligned to the People Strategy Themes	Lead officer	Timescales	Key Performance Measures
Developing Leadership Skills and Capacity	To develop and support effective leaders and managers capable of delivering the priorities for Growth and Reform .	DMT, HoS with ABP	Ongoing.	Continued development of a leadership and management culture
	Developing skills and capacity to influence partners, external organisations and government to drive Growth and Reform	DMT, HoS with ABP	2014-16	Leaders work flexibly across GM and partners to influence delivery of improved outcomes for the City.
Planning for the Future Workforce	Review and embed the services now forming the Growth and Neighbourhoods Directorate, ensuring the most effective and efficient delivery of services at a neighbourhood level whilst maximising opportunities for Growth and delivering within the agreed budget.	DMT, HoS with ABP	2014-15	Developing structures that create capacity develop skill and where appropriate draw in partners. Creation of skills development and career pathways. Effective use of workforce planning tools to plan for the future workforce.
	Continue to in line with <i>m people</i> principles embed behaviour change and promote independence.	DMT, HoS with ABP & <i>mpeople</i> lead	2014-16	
Developing Workforce Skills and Capacity	Develop the performance management culture to ensure managers take accountability and responsibility for people management to deliver improved service standards and contribute to the achievement of directorate and corporate priorities	DMT, HoS with ABP	2014-16	Delivery of directorate training plan – including generic and technical skills development and behaviour change activity Increase in qualifications held within the organisation including analytical skills, basic numeracy and literacy as well as professional and technical qualifications where required
	Delivery of an effective workforce development and training plan to develop skills and knowledge, in an innovative, high performance, multi-agency context	HoS with ABP	2014-16	
Reducing Worklessness	Flexible movement of people across the organisation in line with <i>m people</i> principles and creation of entry level roles as appropriate.	HoS with ABP	2014-16	Effective movement of resources in line with transformation and budget planning.
Reward and Recognition	Increased engagement of staff through meaningful involvement in supporting decision making.	DMT	2014-16	Engaged and motivated workforce who support the delivery of the Directorates strategic objectives.

Appendix 4. Equality Action Plan

Community Leader

Outcomes	Activities	Officer Responsible	Deliver By
Effective forums are in place to enable all of the Directorate's equality stakeholders / representatives of vulnerable and marginalised groups to challenge and scrutinise decision-making and progress	<p>Continue Directorate-level public consultations, targeted at key groups where relevant, as required by service development</p> <p>Continue engagement with existing customer groups, committees, boards</p> <p>Continue to develop, deliver and publish Council Scrutiny reports (including associated EIAs) and respond to public participation in these meetings</p>	G&N DMT with support from PRI	Ongoing
The Directorate has good quality information on the equality profile of its communities and their changing needs, which is regularly updated and is used to inform planning and monitor outcomes	<p>Adopt and implement the Council-wide standard for equality monitoring of customers across all appropriate service areas</p> <p>Use resulting customer intelligence as evidence base for Directorates planning processes (including EIAs) and share with partners where appropriate</p>	G&N DMT with support from PRI and the Equalities team	

Service Provider

Outcomes	Activities	Officer Responsible	Deliver By
The Directorate can demonstrate	Align and continue the Directorates existing	G&N DMT with support	

<p>that action has been taken and improvements in equality outcomes are being delivered as a result of effective equality analysis</p>	<p>needs assessment arrangements to ensure strategy development takes account of vulnerable and marginalised groups</p> <p>Extend the existing quality assurance and performance monitoring/ reporting arrangements to ensure that outcomes are being achieved and evidenced</p> <p>Timetable and conduct equality analysis (inc EIA's) where relevant to new and developing policy and service initiatives, ensuring that they are properly sequenced with Council decision-making timescales</p>	<p>from PRI and the Equalities team</p>	
<p>The Directorate's customers are positive about relations across diverse communities and have confidence that harassment and hate crimes are dealt with effectively</p>	<p>Continue to develop and promote the work of the Prevent agenda by rolling out Prevent and Recora training across the City</p> <p>Develop and publish the Hate Crime Action Plan for Manchester</p>	<p>Samiya Butt, Prevent Coordinator</p> <p>Fiona Worrall, Head of Neighbourhood Delivery</p>	
<p>The Directorate can demonstrate success in working with partners in the public, private, community and voluntary sectors to foster good relations</p>	<p>Continue to develop collaborative cross-sector leadership to support the delivery of Public Service Reform</p> <p>Mature and develop governance arrangements for partnership performance and quality assurance</p>	<p>G&N DMT</p>	

Appendix 5. Risk and Resilience

Risk and Resilience: Business Plan Reflective Review

Thematic Category	Risks to the Delivery of the Business Plan Objectives	Headline Impacts if Risk Emerges	Summary of planned mitigations to manage the risk
Delivering Change and Transformation	The scale and pace of the Directorate transformation work required proves to be undeliverable within agreed timescales and resources and the envisaged model for the Directorate does not emerge.	<ul style="list-style-type: none"> Delays to realising the vision of Growth and Neighbourhoods Directorate and associated budget savings. The council does not benefit from improvements in efficiency and, economies of scale. Detrimental impact to the Council's reputation. 	<ul style="list-style-type: none"> Early engagement with SMT and staff SMT scrutiny Clear communication of change and Directorate vision to staff
	Required staff behavioural change necessary to deliver transformation does not emerge impacting the ability to deliver key Business Plan priorities and required savings.	<ul style="list-style-type: none"> New ways of working will not deliver the expected benefits. Active staff resistance slows progress with key priorities Negative impact on morale across all staff groups Directorate offer becomes unbalanced. 	<ul style="list-style-type: none"> Early and ongoing engagement with staff, TU and members New ways of working programme supports staff changes. Planned staff communications strategies.

Delivering Performance and Business As Usual	Strategies to deliver the priorities set out in the business plan may not have the desired impact. This in turn impacts the ability to deliver savings targets.	<ul style="list-style-type: none"> • Inability to deliver savings targets • Inability to change resident's behaviour and, in turn reduce dependency on Council services. 	<ul style="list-style-type: none"> • Limited control due to reliance on residents behaviour. • Public campaigns and intensive communications response.
	Directorate resilience and business continuity management are insufficient to ensure 'business as usual' in a major disruptive incident.	<ul style="list-style-type: none"> • Inability to deliver business as usual. • Detrimental impact to the Council's reputation. 	<ul style="list-style-type: none"> • Manchester Resilience Forum • Performance Management framework reports to SMT
Finance and Resources	Increased pressure on budgets and loss of key staff affects the ability to deliver business plan priorities that aim to reduce dependencies.	<ul style="list-style-type: none"> • Inability to reduce resident dependency on services. • Savings targets are not delivered. • Inability to deliver key objectives 	<ul style="list-style-type: none"> • Business planning focuses resource on key priorities • Controlled leavers process manages the impact of staff leaving the Council in terms of expertise and knowledge in key areas.
Staff Capacity and Skills	Key skills and knowledge may be lost as staff leave the council through further potential staff redundancies.	<ul style="list-style-type: none"> • Disruptions to service delivery impacts business continuity. • Skills and knowledge gap cannot be filled. • Loss of capacity. • Inability to deliver key components of the Business Plan. 	<ul style="list-style-type: none"> • Succession planning • M People process supports through reallocation of staff to key posts.

Partnerships and External Dependencies	Failure to maintain necessary partnership arrangements to ensure a consistent cross organisational focus on the delivery of key priorities within the Business Plan.	<ul style="list-style-type: none"> • Impacts on proposed new working model and savings. • Imbalanced outcomes, as decision making is not informed by all required partner contributions. • Inability to manage change across the interface between partner organisations. 	<ul style="list-style-type: none"> • Engagement with key partners, legal and Executive members • Role and influence of Neighbourhood Delivery Teams • Strong links established with other Directorates.
Other Risks (for example risks relating to equality, reputation, infrastructure, accommodation)	Failure to achieve proposed property rationalisation priorities affects the ability to deliver efficiencies and economies of scale. Inability to deliver required savings from within the Business Plan.	<ul style="list-style-type: none"> • Directorate has to continue to bear unsustainable property costs. • Inability to deliver savings from within proposed model. • Maintenance of facilities that do not fit new working model. 	<ul style="list-style-type: none"> • Ongoing engagement with SMT and members.
	Equality impact assessment may not be delivered in line with Equality Standards. National requirements in the completion of EIAs.	<ul style="list-style-type: none"> • Delays to realising budget savings/ new ways of working • Emerging transformation proposals are seen as imbalanced/ inequitable. 	<ul style="list-style-type: none"> • Process in place to determine if EIA is required • Developing best practice and guidance. • Staff experienced and trained in conducting EIAs • Close links to legal services • Clear programme of EIAs to support delivery.