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**Manchester City Council  
Report for Resolution**

**Report to:** Economy Scrutiny Committee – 11 February 2015

**Subject:** Budget and Business Planning: 2015/16 – 2016/17: Scrutiny of the Draft Growth and Neighbourhoods Business Plan

**Report of:** Deputy Chief Executive (Growth and Neighbourhoods)  
Strategic Director (Strategic Development)  
City Treasurer

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**Purpose of Report**

This report sets the Draft Growth and Neighbourhoods Business Plan, attached as an appendix, in the context of the Council's business planning process. It introduces 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.

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**Wards Affected:** All

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**Background documents (available for public inspection):**

None

## **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.
- 1.2 On 12 November 2014 the Council published reports to scrutiny committees setting out a series of budget options being considered for 2015/16 – 2016/17. As the Financial Settlement for 2016/17 had not been published at that time, options were designed in response to the estimated funding gap of £59m in 2015/16 rising to £91m in 2016/17. The Provisional Local Government Financial Settlement was released on 18 December 2014. The revised financial position of the Council following the receipt of the Provisional Financial Settlement and the application of the interim airport dividend has enabled the Council to relook at the savings options and has created capacity for £5.5m for investment in priority areas. The business plans set out the strategy for achieving the volume of savings required by the settlement, whilst continuing to deliver high quality services for the people of Manchester, and to make progress towards the objectives for the council and the city.
- 1.3 The authority's business planning structure mirrors its organisational structure. There are three business plans covering the Corporate Core, Growth and Neighbourhoods' and the Children and Families directorates.
- 1.4 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. Preparation for Business Planning was carried out in Summer 2014 and the records of the key challenges identified in the preparation are included as appendix five of the business plan.

## **2.0 Business Plan Structure**

- 2.1 The business plan sets out the directorate's role in working with its partners to deliver or commission services which support local objectives, the Council's objectives and the overall priorities for the city. The business plan appendices set out how the objectives will be resourced and assured. Performance towards objectives is monitored through the Council's Performance Management Framework as part of its governance processes. Quarterly reports are submitted to the Growth and Neighbourhoods Senior Management Team updating them on budget pressures, performance, risks and the state of the workforce to support intervention at a strategic level to ensure objectives are met.
- 2.2 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.
- 2.3 Business plans are structured as follows:

Business Plan Narrative:

- Vision and Business Overview
- Objectives
- Key Changes to be Delivered

Management Appendices:

- Appendix One: Finance
- Appendix Two: Performance
- Appendix Three: Workforce
- Appendix Four: Risk and Resilience
- Appendix Five: Identification of Key Challenges

### **3.0 Growth and Neighbourhoods Business Plan**

- 3.1 The purpose of the Growth and Neighbourhoods Directorate is 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.
- 3.2 The leadership for the Directorate is provided through the Deputy Chief Executive (Growth and Neighbourhoods), supported by the Strategic Director (Strategic Development).
- 3.3 The Directorate is responsible for a range of services and functions including strategic development, capital programmes and property, policy, planning, licensing and building control, city centre regeneration, neighbourhood delivery, neighbourhood regeneration and community and cultural services.
- 3.4 The Growth and Neighbourhoods Directorate has a gross budget of £187.9 million and a net budget of £104.9 million and currently employs 1416 FTEs (2014/15).

### **Objectives**

- 3.4 The Growth and Neighbourhoods business plan objectives are closely linked and contribute to the Council's vision of Manchester as a world class city and the inseparable dual aims of sustaining economic growth and translating that growth into better lives for Manchester residents. The plans detail how directorates will support the Council to find ever more creative ways of driving key priorities for the city including growth and reform and giving Manchester people best value for money in the resources that are available.
- 3.5 The objectives for the Growth and Neighbourhoods Directorate are as follows:

#### **Creating Growth**

- To support, promote and drive the role and continuing growth of the city centre as a major regional, national and international economic driver; as the main focus for employment growth through a strengthening and diversification of its economic base and through the efficient use of land. This will be complemented by driving growth through for example, the Airport City Enterprise Zone, the Siemens Princess Road Campus and at the Etihad Campus in East Manchester.
- To reinforce and enhance the reputation of the city through the growth and improvement of its retail provision, the opportunities presented by its diverse cultural and leisure offer, together with its civic functions as a focus for residents and visitors.
- Through the provision of new and enhanced infrastructure, support the growth of the city, connecting residents, neighbourhoods, businesses and goods to local, national and international markets.
- Contribute to population and economic growth by providing an expanded, diverse, high quality housing offer that is attractive to and helps retain economically active residents in the city, ensuring that the growth is in sustainable locations supported by local services and the public transport infrastructure.

#### **Places where people want to live**

- Create places where people want to live with good quality housing of different tenures; clean, green, safe and inclusive neighbourhoods; a good social, economic, cultural offer and environmental infrastructure; where residents participate and take responsibility for themselves whilst encouraging others to do the same, supported by strong active community groups.
- Support businesses and residents to create thriving district centres with appropriate retail, amenities and public service offer.
- Reduce carbon emissions and increase recycling rates through improved use of technology and increased resident engagement and action.

#### **Access to jobs for Manchester people**

- Maximise the opportunities created by the GM devolution agreement to create a skills system that connects more of the city's residents to the employment opportunities created through the growth of the city and scales up the reform programme for those furthest from the labour market with complex needs.
- Maximise leverage through the city's capital programme to better connect the Cities residents with the employment opportunities and address skill shortages.
- Effectively use the the City Council's levers as a commissioner and procurer of services and our civic leadership to maximise job opportunities for Manchester residents.
- Ensure that employers at a citywide and neighbourhood level are engaged in shaping and contributing to skills development of both their existing & future workforce.
- Work with the city's schools and providers to ensure that there are a range of positive pathways that provide young people with the skills and attributes needed to successfully compete in the labour market.

- Continue to embed the work and skills agenda into PSR delivery models, to ensure that those with complex needs are supported to become economically independent.

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

- Plan for the future workforce, review structures, roles and skills needed for the future and embed the required career pathways and succession plans, particularly through the development of the Neighbourhood Focus delivery model.
- Build resilience and increase productivity amongst staff within the directorate, developing the skills and behaviours required to deliver quality services more efficiently.
- Communicate and engage effectively with all staff ensuring they are aware of the role and function of the directorate and their role within it.
- Maximise opportunities to collaborate with partners, to increase income generation and investment, to optimise use of resources and work with ICT to develop new ways of working through improved use of technology and data provision which enable the directorate to achieve its objectives.

#### **4.0 Next Steps**

- 4.1 Business plans cease to be draft and come into full effect on 1 April 2015. Plans will be amended to reflect comments from scrutiny committees and any differences between the provisional budget submitted to Executive in January and the budget adopted by Council in March. 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 2015/16 - 2016/17 business plans by Overview and Scrutiny committees:

| <b>Date</b>           | <b>Activity</b>   |
|-----------------------|---|
| 10 – 12 February 2015 | Scrutiny Committees consider directorate budget reports and draft business plans and make recommendations to the special budget Finance Scrutiny Committee. |
| 13 February 2015      | Executive to consider budget reports and recommend a proposed budget to the Council.  |
| 23 February 2015      | Special budget meeting of Finance Scrutiny Committee to consider Executive budget proposals and any proposed budget amendment(s).                           |
| 6 March 2015          | Council meets to set budget.  |
| 1 April 2015          | Business Plans operational  |

People. Pride. Place.

# Growth and Neighbourhoods Business Plan

**Business Planning 2015/16 – 2016/17**

[draft v11]



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## Vision Statement

Growth and Neighbourhoods Directorate seeks 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 in 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 Jeff Smith, Executive Member for Regeneration and Housing  
Councillor John Flanagan, Executive member for Finance and Human Resources  
Sara Todd, Deputy Chief Executive  
Eddie Smith, Strategic Director (Strategic Development)*

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## Purpose of the Business Plan

This plan provides a high level overview of the purpose of the Growth and Neighbourhoods directorate and the priorities to be delivered in 2015/16. The plan is part of a suite of documents and complements the Budget Report which focuses on the savings to be delivered and the activity to deliver a balanced budget. The appendices within this report set out the main performance indicators for the plan as well as the key risks and how they will be mitigated. The business plan and budget report are underpinned by a set of service plans, implementation plans and improvement plans which set out the key activity to deliver the priorities and are the tools which will be utilised to monitor progress. It is intended that the plan will aid staff and members to understand the Directorate and the priorities to be delivered.

The Council is facing a significant budget gap of around £90m over the next two years. The Council has clarity on its resources for 15/16 only and is therefore setting a one year budget for 15/16 which shows what will be done to deliver a balanced budget in 15/16 together with the impact in 2016/17. The activity set out within this plan sets out the strategic direction and priority actions for 15/16 and will form the platform for what will be needed in 16/17.

## Priorities for the City

The priorities for the City and the Council are set out in the Greater Manchester Strategy, the Community Strategy and in the Council's Strategic Response to the Budget and Medium Term Financial Strategy. These set the framework for 2015/16 and the years ahead.

|  |
|--|
| <b>Growth</b>                                  |
| More jobs in Manchester                        |
| Growth in key sectors                          |
| New homes                                      |
| Skilled labour market                          |
| Improved connectivity and infrastructure       |
| <b>Reform</b>                                  |
| Fewer people out of work                       |
| Improved educational attainment                |
| Health improvements                            |
| Fewer Looked After Children                    |
| Better early years experience                  |
| <b>Place</b>                                   |
| Clean and safe neighbourhoods                  |
| Quality green space                            |
| Vibrant local areas                            |
| Major attractors – sport, culture and shopping |

If Manchester's economy is to remain resilient and the strongest opportunities for future growth are to be maintained, the Council needs strong leadership capacity. 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 as well as ensuring the Council delivers a high standard of targeted and universal services.

The Growth and Neighbourhoods directorate has a vital role in driving new opportunities for commercial, residential and other related development across the City encouraging new investment and development, and in doing so increase employment opportunities for local residents. The directorate is also responsible for many of the place based services that determine whether Manchester is a city where people want to live. The Children and Families Directorate have a leadership role in connecting people to the opportunities of growth and reducing dependency. The Corporate Core also has an important role to play. There is the leadership role through the Council's management team and specific responsibilities in driving the programme to support people to move from complex dependency to employment. The core is also the engine that has driven much of the progress in the Growth and Reform work through the strategic financial support, evaluation and analysis and focus on behaviour change.

If the ambitions for the city are fulfilled it is important that capacity is maintained in the above areas and the budget principles, which have previously been used to guide decision making, are adhered to. They are as follows:

- **Leadership for Reform** – Economic Growth, reduce worklessness and dependency, promote private sector investment.
- **Targeted Services** – Provide effective safeguarding and protect the most vulnerable, support effective integration of health and social care and integrated commissioning at neighbourhood level. Work to reduce dependency, manage demand effectively and support residents to be economically active.
- **Universal Services** – ensure provision of high standard of services for residents from education to libraries, ensure services provide support to those most in need.
- **Neighbourhoods** – Budgets should be neighbourhood focused, with a focus on supporting neighbourhoods with a good housing offer, that are clean and are places where people want to live and work, develop a community service focus.
- **Core** – Centres of Excellence to drive reform, provide effective support services, protect customer facing services, and maintain the Council's leadership role within AGMA and the Combined Authority.

The above will be carried out in collaboration with our partners and in consultation with residents.

The **Growth and Neighbourhoods Directorate** brings together place management and place development services. 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.

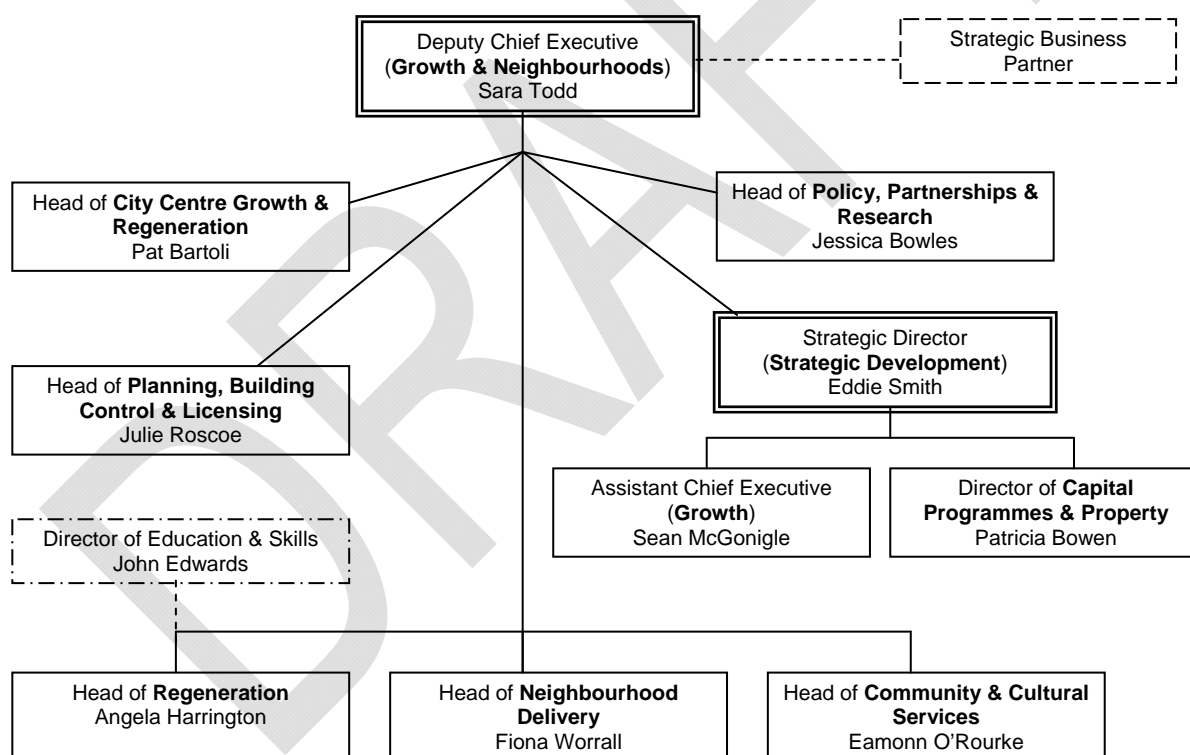
## Business Overview

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.

## Current Organisational Arrangements

December 2014

### Growth & Neighbourhoods Directorate



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 Division provides the organisational leadership and accountability for large development projects that deliver wealth, jobs, new homes and helping to strengthen the Council's fiscal position. This includes the delivery of key transformational

projects such as the Airport City Enterprise Zone and strategic cultural projects such as HOME (opening in Spring 2015), major housing projects including the City Fringe, West Gorton, Brunswick PFI etc. that underpin Manchester's economic growth. The Strategic Development Division is structured into two areas; Growth and Capital Programmes & Property.

### **City Centre Growth and Regeneration**

The principal aim of the City Centre Growth and 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, to build relationships with potential strategic investors, to encourage growth and perpetuate the achievements and forward momentum of the past few years.. In addition, the team work to retain and expand the business and retail base in Manchester,,to support hotel development, and cultural and leisure amenity provision and new public realm.

### **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**

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. The Planning, Building Control and Licensing service is structured in to three specialist legislative areas. The responsibilities of the three specialist areas are:

- **Planning** – has a focus on development management & compliance as well as local land charges;



- **Building Control** – is responsible for administration and compliance of Building Regulations, including issues on dangerous and dilapidated buildings;
- **Licensing** – delivers a number of statutory functions including Taxi and Private Hire, Premise, Highways & Child employment licensing. As well as being responsible for taxi-related compliance issues, the team supports enforcement matters associated with licensing, which have arisen from neighbourhood issues.

Integral to the successful performance of the service are links with other parts of the directorate, particularly Strategic Development in providing support in helping to deliver key transformational projects.

### **Neighbourhood Regeneration**

Neighbourhood Regeneration consists of two main areas - 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 (inc Customer & 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. The Counter-terrorism and Security Bill places a requirement on local authorities, police, prisons, providers of probation services, schools, colleges, universities and others to have due regard to the need to prevent people from being drawn into terrorism. This includes a number of specified activities for local authorities including:

- Coordination and monitoring of multi-agency prevent activity
- A coordinated risk assessment process with partner agencies as regards the risk of individuals being drawn into terrorism
- The development of a multi-agency action plan, and staff training to ensure frontline staff have an understanding of Prevent.
- We also need to ensure that publicly owned venues and resources are not used to disseminate extremist views.

### **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

## New Directorate Arrangements - the Neighbourhood Focus Model

Over the course of the next financial year, it is proposed that new arrangements are put in place to enable robust management of the City's neighbourhoods.

There will be a new holistic and integrated approach to the development and management of neighbourhoods via a refreshed Neighbourhood Function. The integrated **Neighbourhood Focus** offer will include services currently delivered through Community and Cultural Services (CCS), Neighbourhood Regeneration (NRT) and Neighbourhood Delivery (NDT) teams. These services currently deliver a range of operational and strategic functions which include enforcement and compliance, ward coordination, and the management and development of parks and green spaces.

The new model will be designed around the following principles:

- Managing neighbourhoods not services
- Delivering greater resident involvement
- Strengthening partnership working
- Clearly defining outcomes
- Delivering at the best spatial level to deliver efficiently but retain a neighbourhood focus
- Reducing the cost of services through the integration of teams

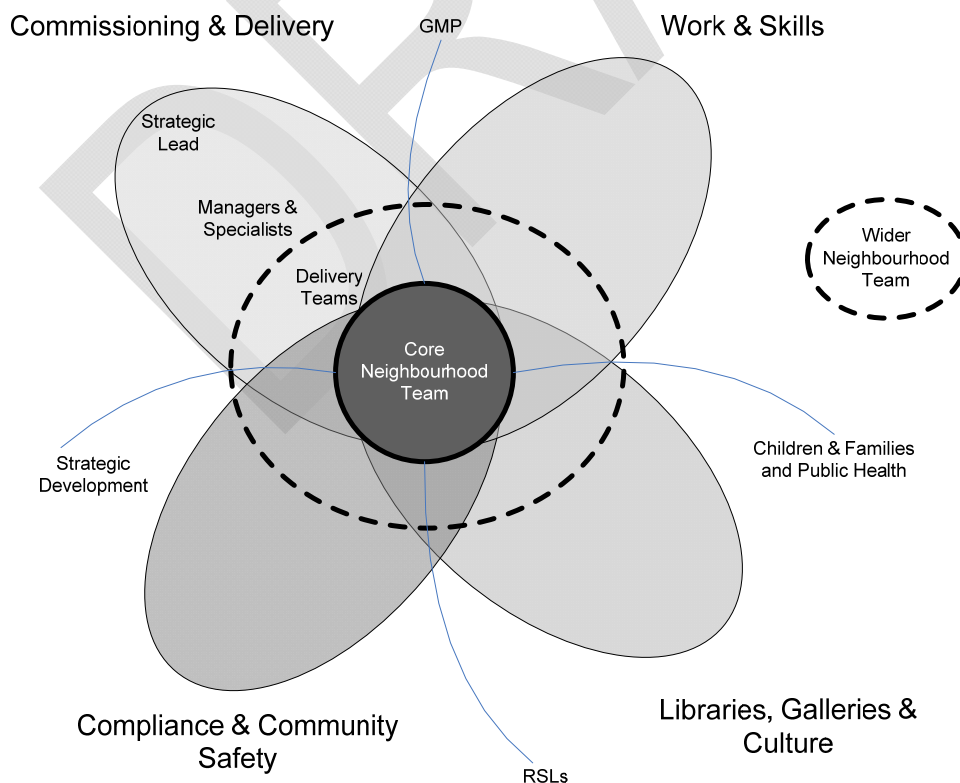
Subject to the approval of the Personnel Committee, recruitment to the senior roles within the new structure will take place during spring 2015. Once appointments to the senior team have been made, a detailed design for the new service will be presented and appointments made through the Council's agreed processes. It is anticipated that the transition to the new structure will take place during the first two quarters of 2015/16, with the new structure being fully operational by autumn 2015.

The Neighbourhood Focus delivery model will include **Neighbourhood Teams** operating across 3 geographical areas to lead the development neighbourhoods and 'commission' against local priorities from Citywide G&N services, the rest of the Council and partners

To enable the efficient development of strategy and delivery of services in neighbourhoods there will be four **Citywide Services** responsible for the following activities:

- a) **Commissioning and Delivery** – consolidates expertise and skills in commercial and contract management and development eg waste and street cleansing, grounds maintenance, Leisure contract, Highways operator functions, commercialisation of Assets and commercial development to support place based services eg Parks
- b) **Compliance and Community Safety** – Business and Resident Compliance (generic & specialist) bringing together all enforcement and compliance resource and expertise into one team alongside community safety and civil contingencies
- c) **Libraries, Galleries and Culture** – bringing together high quality universal services which underpin learning, engagement and support growth
- d) **Work and Skills** – goes beyond Growth & Neighbourhoods and seeks to provide leadership and co-ordination for all Council Services which promote economic growth and jobs and reduce dependency within the work and skills offer at GM, city and neighbourhood levels.

### Neighbourhood Focus Delivery Model



Core teams with specialist knowledge and strategic focus will be sited together centrally. This will bring together a strong mix of skills, specialist or technical ability and service knowledge to develop strategy and be responsive to emerging service needs across the city.

More operationally focussed staff will be deployed into neighbourhoods, working with neighbourhood colleagues to an agreed neighbourhood plan. A strong working relationship will exist between the citywide and neighbourhood teams to enable this model to effectively deliver the neighbourhood outcomes

## Developing a Joint Approach to Delivery in Neighbourhoods

Work to develop a more joined up approach between the **Children's and Families and Growth and Neighbourhoods Directorates** is being brought forward to ensure that there is a neighbourhood / place focus within the Council's 'People' based services which will enable delivery of a number of key joint objectives. Focus over the next year will be on two key areas. These are:-

### **Designing the early help offer in neighbourhoods**

The creation of early help hubs will provide a space in which Troubled Families teams, Community Health and Early Help team will come together to ensure an integrated approach to delivery. The role of neighbourhood based teams and their partners through the delivery of a universal offer will be crucial in being able to provide wrap around support that will help prevent dependency.

### **Living Longer, Living Better (LLLB)**

The Living Longer, Living Better programme will reform health and social care services in Manchester to co-ordinate and deliver services in a way that delivers better outcomes and delivers efficiency savings. Part of this integration work provides the opportunity to bring together appropriate parts of the property portfolio from the Hospital Trusts and Manchester City Council. This complex programme brings together four separate organisations with different cultures and approaches including charged for and free services. This will form part of the One Public Estate work programme which will initially explore opportunities in the north of the city. Public Sector partners have been identified and are being engaged to so that activity can be progressed in a holistic manner to bring opportunities together.

The progression of these priorities will add to the directorate's role in building greater resilience in neighbourhoods, empowering residents to be 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.

## Shared Challenges

Manchester has come out of the economic recession better placed than most other cities in the UK. We understand the key requirements for growth. The **Devolution Agreement** places GM in a better position than anywhere in the country to deliver on those requirements. The key for the city of Manchester is to enable local people to contribute to and benefit from that growth. The Growth and Neighbourhoods Directorate has a particular contribution to make by: Maximising opportunities created through the devolution agreement and the City's capital programme to connect residents with skills and employment opportunities, continuing 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 and supporting the investment in transport and highways infrastructure.

The Devolution Agreement gives the Directorate a huge opportunity to make progress across the whole of the **skills** spectrum - from high end skills needed for the city's knowledge economy through to the need to get people with low or no skills out of the low pay / no pay cycle.

The city's economic success and the pipeline of new housing will ensure that our **population** continues to grow. The Directorate will need to ensure this growth is considered in developing and delivering a universal offer, ensuring that it is able to provide the support required to prevent some residents moving towards dependency. We will need to work with Children and Families directorate to ensure the support on offer is well connected to the Early Help Offer. The Directorate will work with partners to ensure that new arrivals are welcomed to the city and helped to settle and access skills and work. Our role in this will support community cohesion at a neighbourhood level. Equally, we have an important role to play in continuing to work with the Childrens and Families Directorate to ensure that the city has the right offer for young families so they choose to stay in Manchester, rather than leave.

As we develop new ways of working we will be reliant on the **Core** to provide evaluation, analysis and intelligence to inform decision making including future investment decisions, financial modelling that enables us to understand the impact of the changes we deliver and support to change the behaviours of both our residents and our workforce and equip people with the right skills and tools to work within new models. Working effectively with the new Reform and Innovation function in the core which will provide both support and challenge to the directorate will be important.

The 2014/15 **Budget for the Growth and Neighbourhoods** directorate is set out below:-

| <b>Business Area</b>                   | <b>Gross Budget<br/>£,000</b> | <b>Net Budget<br/>£,000</b> | <b>FTE<br/>Number</b> |
|--|-------------------------------|-----------------------------|-----------------------|
| Neighbourhood Delivery                 | 87,282                        | 72,406                      | 508                   |
| Community & Cultural Services          | 42,203                        | 20,215                      | 386                   |
| Regeneration                           | 26,488                        | 6,663                       | 65                    |
| City Centre Regeneration               | 885                           | 413                         | 5                     |
| Policy, Partnerships & Research        | 5,211                         | 2,279                       | 52                    |
| Planning, Building Control & Licensing | 6,038                         | 240                         | 124                   |
| Strategic Development                  | 33,402                        | 4,073                       | 227                   |
| Directorate Support                    | 5,039                         | (1,439)                     | 49                    |
| <b>Total</b>                           | <b>206,548</b>                | <b>104,850</b>              | <b>1,416</b>          |

## Directorate Objectives

The focus on delivering 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 and the directorate has responsibility for driving residential and economic growth. This includes the development of opportunities to raise skill levels and creation of employment opportunities; the delivery of residential, commercial and cultural development; as well as ensuring that the city is clean and green, well maintained and safe and that residents take pride in their surroundings. Resident engagement will underpin this work and will be a critical part of delivering the sustainable behavioural change required to effectively manage neighbourhoods. Cultural and sporting excellence is at the heart of the growth agenda and will continue to be a major regeneration catalyst, maintaining Manchester's international profile through examples such as MIF and of course football, while at the same time bringing significant community benefits to our residents.

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**

- To support, promote and drive the role and continuing growth of the city centre as a major regional, national and international economic driver; as the main focus for employment growth through a strengthening and diversification of its economic base and through the efficient use of land. This will be complemented by driving growth through for example, the Airport City Enterprise Zone, the Siemens Princess Road Campus and at the Etihad Campus in East Manchester.
- To reinforce and enhance the reputation of the city through the growth and improvement of its retail provision, the opportunities presented by its diverse cultural and leisure offer, together with its civic functions as a focus for residents and visitors.
- Through the provision of new and enhanced infrastructure, support the growth of the city, connecting residents, neighbourhoods, businesses and goods to local, national and international markets.
- Contribute to population and economic growth by providing an expanded, diverse, high quality housing offer that is attractive to and helps retain economically active residents in the city, ensuring that the growth is in sustainable locations supported by local services and the public transport infrastructure.

### **Places where people want to live**

- Create places where people want to live with good quality housing of different tenures; clean, green, safe and inclusive neighbourhoods; a good social, economic, cultural offer and environmental infrastructure; where residents participate and take responsibility for themselves whilst encouraging others to do the same, supported by strong active community groups.



- Support businesses and residents to create thriving district centres with appropriate retail, amenities and public service offer.
- Reduce carbon emissions and increase recycling rates through improved use of technology and increased resident engagement and action.

### **Access to jobs for Manchester people**

- Maximise the opportunities created by the GM devolution agreement to create a skills system that connects more of the city's residents to the employment opportunities created through the growth of the city and scales up the reform programme for those furthest from the labour market with complex needs.
- Maximise leverage through the city's capital programme to better connect the City residents with the employment opportunities and address skill shortages.
- Effectively use the the City Council's levers as a commissioner and procurer of services and our civic leadership to maximise job opportunities for Manchester residents.
- Ensure that employers at a citywide and neighbourhood level are engaged in shaping and contributing to skills development of both their existing & future workforce.
- Work with the city's schools and providers to ensure that there are a range of positive pathways that provide young people with the skills and attributes needed to successfully compete in the labour market.
- Continue to embed the work and skills agenda into PSR delivery models, to ensure that those with complex needs are supported to become economically independent.

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

- Plan for the future workforce, review structures, roles and skills needed for the future and embed the required career pathways and succession plans, particularly through the development of the Neighbourhood Focus delivery model.
- Build resilience and increase productivity amongst staff within the directorate, developing the skills and behaviours required to deliver quality services more efficiently.
- Communicate and engage effectively with all staff ensuring they are aware of the role and function of the directorate and their role within it.
- Maximise opportunities to collaborate with partners, to increase income generation and investment, to optimise use of resources and work with ICT to develop new ways of working through improved use of technology and data provision which enable the directorate to achieve its objectives.

## 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

The Greater Manchester city region is now the most important economic centre outside of London. It generates over £44bn of GVA representing 5% of the national economy. It is the largest commercial and retail centre in the UK outside of London and forecasts suggest Manchester will gain an additional 39,000 jobs over the next 10 years.

Nationally there is a growing recognition for the need for an economic counter balance to London and the South East if the country as a whole is to maximise its growth potential. Because of Greater Manchester's unique position having a clear economic geography, strong regional governance - initially through AGMA and now embedded in the Combined Authority (CA) - and the ability to link economic leadership with the reform of public services, significant progress has been made in attracting investment into the city and wider conurbation. This has culminated in the recent Devolution Agreement with Government.

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.

The recent Growth Deal set out a multi-million pound investment programme to support further economic growth. This included:

- **Transport** - major investment in public transport and highways. The City Centre will now see more than £1 billion of investment in projects between now and 2017 which will lay the foundations for continuing success by 'future proofing' the city's transport infrastructure including; the Second City Crossing, The Northern Hub, Cross City, Bus Corridor and the redevelopment of Victoria Station.
- **Inward Investment** - Securing GM and the North West's place as a major centre for Life Sciences with the launch of a £40m life sciences inward investment fund in partnership with Cheshire and Warrington Local Enterprise Partnership
- **Business Support** - providing effective business support services with support to the delivery of a local growth hub model that joins up national, local, public and private business support

- **Skills** - Enhancing further education facilities, creating more apprenticeships and maximising skills investment with a £13m investment programme for further education colleges and further education providers in GM
- **Public Service Reform** – the development of a mental health and employment integration trailblazer including £2.6m of match funding

The Growth and Neighbourhoods directorate will support the delivery of the Devolution Agreement and 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.

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.

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.

Over the next year the Directorate will:-

- Lead on elements of the Devolution Agreement ensuring an effective relationship between Greater Manchester and Manchester so that action is taken at the most appropriate level.
- Provide the policy framework for the growth of the city, for the emerging Manchester Strategy – the successor to the Community Strategy.
- Develop and deliver pipeline of projects aligned with GM European Structural Investment Fund programme for 2014-20 and other European non-structural funds.
- Contribute to the GM Strategic Planning Framework and refresh the Manchester Core Strategy (to include review of housing and employment land, allocation and policy on Community Infrastructure levy),

- Support pan-Northern and Core Cities activity to promote greater investment and devolution - including One North infrastructure proposals and Rail North devolved rail franchising.
- Create a Smart City strategic framework that builds on the delivery of the Triangulum Smart City District based in the Corridor
- Implement agreed research priorities to support growth across the city
- Support the Manchester Life Partnership with Abu Dhabi United Group to secure the successful delivery of the first phase of circa 900 new homes for rent and sale
- Put in place arrangements for Manchester Place to ensure developers have access to finance and land to strengthen the city's pipeline for residential development.
- 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 (St John's), NOMA, First Street/The Corridor and the Civic Quarter
- Agree the Northern Hub design and implementation programme for Ordsall Chord, Oxford Road and Piccadilly, ensuring their alignment to regeneration opportunities and wider transport investment.
- Continue to support the delivery of Metrolink Second City Crossing and other public transport provision.
- Develop a business case and begin to implement the Civic Quarter Heat Network
- Promote new regeneration frameworks for key developments and continue to support the delivery of existing frameworks
- Complete a refresh of the City Centre Strategic Plan
- Development of a new strategic plan for Heaton Hall and Park which aims to put in place a robust, sustainable and commercially sound framework
- Finalise the full business case for the The Factory and develop a funding and delivery strategy

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 integration of Neighbourhood Delivery, Neighbourhood Regeneration and Community and Cultural Services into one neighbourhood function is critical in

being able to manage and develop places where people want to live now and into the future.

However, despite this progress made, 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 and the principles are now being applied at a much greater scale. The new Neighbourhood based Teams will 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 will be able to support the development of a new Early Help Offer and Public Service Hubs.

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. This will be led by a dedicated waste and recycling engagement and enforcement team.

The establishment of a Clean City fund in 2014 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. A number of projects are now underway, many of which involve Manchester residents, and delivery will continue throughout the next financial year.

Our partnerships with communities and voluntary groups, for example, in the provision of cultural and leisure facilities will continue to be even more important. We will continue 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. Work is currently underway with Health Partners to establish a joint estates strategy, this will enable the exploration of options to allow the implementation of One Public Estate,

The new organisational arrangements for Neighbourhood Teams will continue to put a strong emphasis on working with local partners such as Registered Providers and

Neighbourhood Policing Teams, as well as the Children and Families Directorate. 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, as with its successor (The Manchester 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:-

- Bring together the currently separate NDT, NRT and CCS functions to deliver one integrated Neighbourhood Focussed Function for the city
- Deliver a tighter and more structured programme for CASH Grants, realigning the criteria to the City's priorities
- 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
- Implement the newly developed Market Rental Strategy for private rented housing.
- Refresh /develop a strategy for District Centres across the city to better position them as destinations encompassing a broader offer than retail
- Implement and embed the new waste collection and street cleansing contract
- Refresh and implement the waste and recycling strategy to increase levels of recycling and reduce residual waste incorporating learning from a series of pilot projects
- 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 the priorities set out within the Community Safety strategy
- Ensure effective arrangements are in place to take account of the new Prevent Statutory duty
- Ensure the refreshed Enforcement policy is adopted across all relevant areas
- Develop an enforcement strategy as part of the new neighbourhood function to enable better management of the City's neighbourhoods
- Further develop opportunities for greater integration with partners including Registered Providers, GMP and GM Fire and Rescue Service
- Improve the City's cycling infrastructure and create a pipeline of projects to deliver a refreshed Cycling Strategy.
- 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 and put in place a robust and sustainable Parks Strategy for the City's 160 parks.
- Refresh the strategy for reducing carbon emissions across the city
- Continue to work in partnership with Greenwich Leisure Limited (GLL) and the Eastlands Trust to enable best outcomes and the most efficient model for the future
- Open new leisure and cultural facilities in Levenshulme and at Hough End
- Develop an integrated approach to events across the city
- Adopt of a new library management system at GM level
- Work towards a single Manchester card for residents in the City that will provide more relevant data about 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 neighbourhood based 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:-

- Develop an Employment & Skills Strategy for the City in line with the new Manchester Strategy;
- Work closely with the GM Skills & Employment and Public Sector Reform teams to help shape the detail on the proposals for work and skills opportunities arising from the GM Devolution agreement;
- 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 work with the priority growth sectors (e.g. digital & construction), schools and local providers to better connect employment opportunities and demand for skills with supply. This will be under-pinned by robust Labour Market Information
- 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;

- Ensure that Working Well continues to deliver effectively, with MCC and partner services effectively integrated where needed. This provides a platform for the expansion of the Reform programme across the City and within GM.
- Continue to work with DWP and MCC & Partner organisations to plan for and respond to the roll-out of Universal Credit to families
- Embed the delivery employment & skills into the new arrangements for neighbourhood delivery, ensuring that resources are deployed so that the neighbourhood priorities agreed as part of the place plan are progressed
- 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

## Enablers

### **Working Together**

The directorate recognise that there are many opportunities to develop and deliver a joint approach to delivering services within our neighbourhoods. These opportunities extend beyond working with the Children and Families directorate and the Corporate Core to our key partners and include our approach to developing an offer in conjunction with Registered Providers, GMP, the Universities, Leisure Trusts etc.

The Directorate will continue to work closely with the Directorate for Children and Families and the Corporate Core, across shared partners, to strengthen the joint public services offer, including how we jointly determine local priorities, share intelligence that informs how services are delivered within an area and co-ordinate efforts to tackle complex dependency. This closely aligned way of working will also assist in helping those Manchester residents furthest away from the labour market into the world of work and better align work with the community and voluntary sector.

Our work with the Corporate Core is essential to enable us to connect to the wider reform agenda for the City and the Greater Manchester reform programme as well as to draw on the right support from Centres of Excellence to ensure we have the right enablers – people, systems, data, technical advice and support - in place to deliver our priorities. We will work closely with colleagues to ensure we have the right data, intelligence and research to inform and evaluate new ways of working.

### **Consultation and Engagement**

Analysis of responses to the public consultation has been considered in drawing up the budget options. We will continue to have a dialogue with residents across the city and consider feedback from staff gathered through engagement sessions. We are committed to an ongoing dialogue with partners and will continue to work closely with them in order to deliver the best possible outcomes for Manchester residents.

### **ICT**

ICT will work closely with Services in order to enable the delivery of the 2015/17 savings. Critical to Savings in 2015/16 is enabling the increased efficiency of waste collections and street cleansing through the integration of MCC and provider ICT hardware. The new contract for street cleansing and waste collection requires the provider to provide up to date and reliable data to support the performance management of the function. Integration of in cab technology and the provider's



performance reporting system with Council's CRM system will ensure that MCC receives ongoing, accurate and reliable information which it can use to support continual improvement at a local level and be able to provide a much more responsive service to residents. This work is ongoing.

Longer term savings will depend on providing ICT support for the integration of Neighbourhood based functions. Since 2011 significant work has progressed to enable neighbourhood officers to work more flexibly through the use of mobile devices. In addition significant progress has been made in the use of electronic reporting of issues from residents and Members. Further development of this work is still being planned but could cover activity such as the development or change of ICT applications to bring about further improvements.

ICT will provide support and expertise by working with the Corporate Property team on a programme of property rationalisation to enable the delivery of savings. A programme of work is currently being developed with the Corporate Property team.

## Investment

The application of the interim airport dividend to support the revenue budget has created capacity for investment of **£1.69m** within Growth and Neighbourhoods in priority areas for the Council.

Proposals within Growth and Neighbourhoods are focussed on two areas of neighbourhood based services which would help to redress in part the significant budget cuts made since 2011. The neighbourhood teams have seen reductions of £28.6m since 2010 which has inevitably had a negative impact on services within neighbourhoods.

It is proposed to invest **£650k** in capacity for education, engagement and enforcement around **waste and recycling**. This team will strategically manage the combined waste and street cleansing contract and ensure that the £2.4m of savings required from increased recycling rates are delivered.

It is also proposed to invest **£440k** in a team to lead the development of the City's **Parks**. The parks are of significant importance in our strategy for the future both in terms of providing places where residents and visitors want to spend leisure time and in terms of improving health outcomes. They are also as a significant contributor to the growth of the city, the proximity to a well managed park is a key influencer in the value of properties and in the choices residents make about where they want to live. It is essential that we consider and develop the potential for the 160 parks across the City to become sustainable community resources, the team will develop a clear strategy that can lever investment into both parks and the surrounding areas with residents' and other partners' contributions maximised.

Investment in **enforcement** of **£200k** is required to provide capacity for enforcement at weekends and in the evenings. This will have a wider remit than the current out of hours compliance function which is focussed on licensed premises.

Additional investment is proposed for **street cleansing** of **£400k** which will focus additional resources predominantly on weekend and overnight cleaning to ensure a proactive and programmed approach to cleansing, especially around the City Centre.

## Delivery of Budget Savings

The net budget for Growth and Neighbourhoods in 2015/16 is approximately £102m as per the table below.

| <b>Business Area</b>                   | <b>Gross Budget<br/>£,000</b> | <b>Net Budget<br/>£,000</b> | <b>FTE<br/>Number</b> |
|--|-------------------------------|-----------------------------|-----------------------|
| Neighbourhood Delivery                 | 85,882                        | 71,733                      | 327                   |
| Community & Cultural Services          | 37,359                        | 20,232                      | 368                   |
| Regeneration                           | 10,582                        | 6,343                       | 60                    |
| City Centre Regeneration               | 885                           | 413                         | 5                     |
| Policy, Partnerships & Research        | 4,937                         | 2,059                       | 46                    |
| Planning, Building Control & Licensing | 5,988                         | 40                          | 124                   |
| Strategic Development                  | 27,655                        | 2,669                       | 222                   |
| Directorate Support                    | 9,179                         | (1,439)                     | 49                    |
| <b>Total</b>                           | <b>182,468</b>                | <b>102,050</b>              | <b>1,201</b>          |

This incorporates savings for 2015/16 of £4.4m, including a workforce saving of £608k.

The key changes set out below outline how the Growth and Neighbourhoods directorate proposes to refocus its resources over the next two year budget period. These options have been developed in a way that will allow the directorate 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. As a result, they have been grouped under two headings - Neighbourhood Focus and Supporting Growth.

### **Neighbourhood Focus**

Growth & Neighbourhoods provide a wide range of universal services both to internal and external customers. These include community facilities and services that residents can expect to be available to everyone such as libraries, leisure, environmental services, collection of waste and recycling, street cleaning and grounds maintenance, neighbourhood enforcement and access to information and advice.

The options include the adoption of a new holistic and integrated approach to the development and management of neighbourhoods via a refreshed **Neighbourhood Function**. The integrated offer would include services currently delivered through Community and Cultural Services (CCS), Neighbourhood Regeneration (NRT) and Neighbourhood Delivery (NDT) teams. These services currently deliver a wide range of operational and strategic functions which include enforcement and compliance, ward coordination, and the management and development of parks and green spaces. Work is required to bring forward robust and integrated operational arrangements for this new function.

A range of savings options have been considered and it is proposed to deliver a 6% reduction in resources equating to **£894k**. The 6% reduction would be delivered through efficiencies from greater integration and a reduced requirement for direct operational management.

A tighter and more structured programme of **Cash Grants** will be developed to deliver savings of **£320k**. The criteria will be realigned more clearly to the City's priorities and focussed, where opportunities exist, to lever additional investment from elsewhere e.g. recycling, work & skills, cleaning the City, strengthening capacity in neighbourhoods. Using Cash Grants in this way could help meet the Council's other savings priorities and targets which will be channelled through the new place based Neighbourhood Teams who will commission in line with local priorities.

**Waste Collection and Disposal, Recycling and Street Cleansing** remains the single biggest area of spend within the Directorate with gross expenditure of almost £50m. Savings of 10% are targeted through the external procurement of a joint service for Waste Collection and Street Cleansing to deliver savings of **£1.6m**.

Savings will also be sought by reducing the costs of waste disposal, through working with residents to reduce the amount of waste they produce and to recycle more. Technology and data will be used to streamline and improve processes and help enable continual improvement. It should be noted that these savings will be challenging to deliver due to both the mechanics of the waste levy and because any savings will rely on ensuring effective and sustained behaviour change across the City. Total savings of **£2.4m** from the waste levy are targeted in 2016/17 following the award of the new contract. This will require investment in the Education, Engagement and Enforcement function, in conjunction with the new contractor, to deliver the required behaviour change amongst residents.

**Leisure Services** have made significant changes over the past year through the construction of new facilities, the award of a contract to Greenwich Leisure Limited to manage community leisure facilities, which will save **£235k**, and the development of the Eastlands and Wythenshawe Trusts to manage the remaining indoor leisure facilities. These arrangements will be further built on to deliver additional efficiencies of **£250k** through the transfer of some sports and leisure delivery, such as school swimming and sports development, to these operating partners.

The proposal of an integrated approach to events is currently being explored, to be achieved by aligning the development, delivery and commissioning of all major events within Growth and Neighbourhoods. Notwithstanding this wider integration,

closer alignment on the Major Sports Events Strategy with the Eastlands Trust will remove duplication and drive a commercial focus, saving **£200k**.

The **Libraries Service** has made significant changes over the past two years through the development of an outreach model which has reduced the potential for further savings. The options therefore focus on improving efficiency through the adoption of a new library management system at GM level, saving **£25k**, and a reduction in the level of resources available for books and other materials of **£100k**.

**Galleries and Culture** have proposed efficiency savings of **£30k** efficiencies from changes to contractual arrangements and **£45k** from savings resulting from the realignment of the Culture Team into City Policy and more broadly integrating it with the emerging neighbourhood focus arrangements .

Further savings of **£172k** will be made from a further redesign of the Galleries Staff team as part of the Growth and Neighbourhoods transformation programme. A reduction in resources of **£220k** in respect of grants to Cultural Organisations is also proposed, of which £200k will be delivered in 2016/17.

The Directorate has also commissioned a piece of work to consider **income generation** from the Council's sporting, leisure and cultural assets. Whilst opportunities may exist it is not currently possible to confirm what will be deliverable in the current budget period.

### **Supporting Growth**

A range of **feasibility and commissioning budgets** which have been used to pump prime transformational initiatives such as Manchester Life and many small scale localised initiatives have been reviewed. The focussing of resources will enable the saving of **£680k** from these budgets to be used to support and deliver transformational projects. A further reduction of **£220k** will be made through better integration of physical and infrastructure related policy roles within **City Policy** with some reduction in capacity.

The continuing transformation, growth and economic recovery within the City will however translate into greater volumes of planning applications and building control work which will facilitate the delivery of **£200k** of savings in **Planning and Building Control** through a combination of additional income and efficiencies.

The **Strategic Housing** service will deliver savings of **£363k** by maximising the way Housing Revenue Account (HRA) funding is used informed through learning from experience elsewhere. This will ensure that it is appropriately funding both posts and functions that relate to the management and maintenance of the HRA stock and services that directly benefit HRA tenants.

It is also proposed to review and restructure the service to ensure that it is being delivered as efficiently as possible which will achieve a saving of **£180k** through workforce reductions.

Corporate Property will lead on the future introduction of the One Public Estate initiative; this will enable collaboration opportunities to be explored at a strategic level with public sector partners enabling property assets to be better utilised increasing the opportunity for property related savings to be made in the future.

To ensure that the City Council is in position to maximise the opportunities that this will present, it will need to continue the property rationalisation of the Council's **Operational Property Estate**. This will result in reduced running costs with anticipated savings of **£450k** between 2015 and 2017.

Management of the Council's **Investment Property Estate** is currently split between the Council's in-house Development Team and an external provider. The external contract expires in June 2015 and the ongoing requirements are being reviewed in conjunction with a review of the overall Investment Estate. Additional income and efficiencies of **£200k** are proposed to be delivered through this process.

## **WORKFORCE IMPACT**

The projected workforce impact of activity to deliver the £1.446m of 2015/17 workforce savings requires staffing reductions in a number of areas across the Directorate in alignment with the options described. It is expected that if the savings proposals are agreed that a reduction of **40 FTE** will be required. The transformation and reduction of the workforce will be managed in alignment with the *m people* principles and, through the development of skills across the workforce, support effective planning for the future. The detailed impact on specific roles will continue to be identified as specific options are developed, and supported by continuous engagement with the Trade Unions and staff. Robust workforce planning arrangements are in place to ensure that, as functions and roles change, the skills and focus of the workforce are effectively developed in alignment with this.

The development of the workforce within the directorate continues to be a priority 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. The Directorate must build on its successes in developing partnership and collaborative models of delivery and identify further opportunities to develop more effective and integrated ways of working. The implementation of clear career pathways and development opportunities will support succession planning particularly in key areas where we have identified challenges in terms of skills or knowledge required for the future. The development of reward and recognition initiatives will aim to increase morale and further embed the Council values with the workforce during the challenging times ahead.

## Savings Schedule

| Business Plan Area                     | 2014/15           |                 |              | 2015/16           |                 |              | 2016/17           |                 |              |
|--|-------------------|-----------------|--------------|-------------------|-----------------|--------------|-------------------|-----------------|--------------|
|  | Gross Budget £000 | Net Budget £000 | FTE          | Gross Budget £000 | Net Budget £000 | FTE          | Gross Budget £000 | Net Budget £000 | FTE          |
| Neighbourhood Delivery                 | 87,282            | 72,406          | 508          | 85,882            | 71,733          | 327          | 82,505            | 69,978          | 327          |
| Community & Cultural Services          | 42,203            | 20,215          | 386          | 37,359            | 20,232          | 368          | 31,137            | 19,340          | 368          |
| Regeneration                           | 26,488            | 6,663           | 65           | 10,582            | 6,343           | 60           | 6,520             | 6,343           | 60           |
| City Centre Regeneration               | 885               | 413             | 5            | 885               | 413             | 5            | 885               | 413             | 5            |
| Policy, Partnerships & Research        | 5,211             | 2,279           | 52           | 4,937             | 2,059           | 46           | 4,537             | 2,059           | 46           |
| Planning, Building Control & Licensing | 6,038             | 240             | 124          | 5,988             | 40              | 124          | 5,988             | 40              | 124          |
| Strategic Development                  | 33,402            | 4,073           | 227          | 27,655            | 2,669           | 222          | 26,716            | 2,219           | 222          |
| Directorate Support                    | 5,039             | (1,439)         | 49           | 9,179             | (1,439)         | 49           | (327)             | (1,439)         | 49           |
| <b>Total</b>                           | <b>206,548</b>    | <b>104,850</b>  | <b>1,416</b> | <b>182,468</b>    | <b>102,050</b>  | <b>1,201</b> | <b>157,961</b>    | <b>98,953</b>   | <b>1,201</b> |

| Business Plan Area                     | 2014/15                 | 2015/16                              |                |                         | 2016/17                              |                |                         |
|--|-------------------------|--------------------------------------|----------------|-------------------------|--------------------------------------|----------------|-------------------------|
|  | Net Budget 2014/15 £000 | Growth and other Budget Changes £000 | Savings £000   | Net Budget 2015/16 £000 | Growth and other Budget Changes £000 | Savings £000   | Net Budget 2016/17 £000 |
| Neighbourhood Delivery                 | 72,406                  | 946                                  | (1,619)        | 71,733                  | 1,883                                | (3,638)        | 69,978                  |
| Community & Cultural Services          | 20,215                  | 1,069                                | (1,052)        | 20,232                  | (667)                                | (225)          | 19,340                  |
| Regeneration                           | 6,663                   | 0                                    | (320)          | 6,343                   | 0                                    | 0              | 6,343                   |
| City Centre Regeneration               | 413                     | 0                                    | 0              | 413                     | 0                                    | 0              | 413                     |
| Policy, Partnerships & Research        | 2,279                   | 0                                    | (220)          | 2,059                   | 0                                    | 0              | 2,059                   |
| Planning, Building Control & Licensing | 240                     | 0                                    | (200)          | 40                      | 0                                    | 0              | 40                      |
| Strategic Development                  | 4,073                   | (344)                                | (1,060)        | 2,669                   | 0                                    | (450)          | 2,219                   |
| Directorate Support                    | (1,439)                 | 0                                    | 0              | (1,439)                 | 0                                    | 0              | (1,439)                 |
| <b>Total</b>                           | <b>104,850</b>          | <b>1,671</b>                         | <b>(4,471)</b> | <b>102,050</b>          | <b>1,216</b>                         | <b>(4,313)</b> | <b>98,953</b>           |

| Savings Proposal  | Description of Saving  | Amount of Saving Proposal |              |              | FTE Impact<br>(Indicative) |
|---|--|---------------------------|--------------|--------------|----------------------------|
|   |  | 2015/16                   | 2016/17      | Total        |                            |
|   |  | £,000                     | £,000        | £,000        |                            |
| <b>Neighbourhood Focus</b>  |  |                           |              |              |                            |
| Integration of Neighbourhood Functions across the Directorate (CCS, NDT, NRT) | Proposed saving from integration of the neighbourhood functions from across the Directorate with a 6% reduction in the level of resources (excluding libraries). This will require greater efficiencies and reduced capacity in some neighbourhood functions. All savings will be from workforce reductions. | 56                        | 838          | 894          | 23.0                       |
| Maximising access to Cash Grants  | A reduction, of one third of the budget for community projects and initiatives with criteria better aligned to the Council's priorities. This may reduce the ability to engage with communities.   | 320                       | -            | 320          | -                          |
| <b>Sub total Neighbourhood Focus</b>  |  | <b>376</b>                | <b>838</b>   | <b>1,214</b> | <b>23</b>                  |
| <b>Waste, Recycling and Street Cleansing</b>                                  |  |                           |              |              |                            |
| Increased efficiency from waste collection and street cleansing contract      | Increased efficiency of waste collections and street cleansing.  | 1,200                     | 400          | 1,600        | TUPE                       |
| Reduction in levels of residual waste to help reduce our waste levy           | Reducing costs from the waste levy are dependent on embedding behaviour change and increasing recycling rates across the City at a faster rate than other GM districts.  | -                         | 2,400        | 2,400        | 0                          |
| <b>Sub Total Waste, Recycling and Street Cleansing</b>                        |  | <b>1,200</b>              | <b>2,800</b> | <b>4,000</b> | <b>0</b>                   |
| <b>Leisure</b>  |  |                           |              |              |                            |
| Efficiencies from revised leisure contract                                    | Savings from new contract will have no impact on services.   | 235                       | -            | 235          | -                          |
| Transfer of functions to the Leisure Trust                                    | Transfer employees responsible for sports development delivery into the Leisure Trust arrangements.  | 250                       | -            | 250          | 10 (TUPE)                  |
| Reduced costs of sports events  | Minimal based on reduction in staffing and costs of venue hire through increased commercialisation.  | 200                       | -            | 200          | 1.0                        |
| <b>Sub Total Leisure</b>  |  | <b>685</b>                | <b>-</b>     | <b>685</b>   | <b>1</b>                   |
| <b>Libraries</b>  |  |                           |              |              |                            |
| Efficiencies from the GM library management system                            | No impact, efficiencies from the GM library management system.   | -                         | 25           | 25           |                            |
| Reduced funding for libraries materials                                       | Reduction in funding for new material will reduce the quantity of new material available.  | 100                       | -            | 100          |                            |
| <b>Sub Total Libraries</b>  |  | <b>100</b>                | <b>25</b>    | <b>125</b>   | <b>0</b>                   |

|  |  |            |            |            |            |
|--|--|------------|------------|------------|------------|
| <b>Sub total Leisure and Libraries</b>   |  | <b>785</b> | <b>25</b>  | <b>810</b> | <b>1</b>   |
| <b>Galleries &amp; Cultural Grants</b>   |  |            |            |            |            |
| Undertake a service redesign in Galleries  | Reduced resources within the Gallery in back office roles.   | 172        | -          | 172        | 3.5        |
| Reduce grant funding to organisations  | Reduced grants to current recipients, it is likely to require time to adjust business models / plans in advance of any changes to ensure sustainability.   | -          | 200        | 200        | -          |
|  | Reduce grant to current recipients due to deficit funding arrangements. No impact.   | 20         | -          | 20         |            |
| VAT efficiencies   | No impact. Efficiencies from changes in contractual arrangements.  | 30         | -          | 30         |            |
| Align culture resources in City Policy function  | Minimal impact and greater alignment with existing policy and programme management functions.  | 45         | -          | 45         | 2.0        |
| <b>Sub Total Galleries &amp; Cultural Grants</b>   |  | <b>267</b> | <b>200</b> | <b>467</b> | <b>5.5</b> |
| <b>Supporting Growth</b>   |  |            |            |            |            |
| Additional income generated from planning fees.  | This will create a further stretching target around planning income which is currently considered deliverable but which would not be sustainable during an economic downturn.  | 150        | -          | 150        |            |
| Efficiencies within the building control service.  | Efficiencies within Building Control and increased income generation.  | 50         |            | 50         |            |
| Strategic Housing service redesign   | Maximisation of HRA funding.   | 363        | -          | 363        | -          |
|  | Reduction in resources within the empty property team which will reduce the resources available to work with landlords and to bring empty properties back into use.  | 180        | -          | 180        | 4.0        |
| Redesigning strategic planning, policy, research and environmental strategy roles within City Policy | Better integration of physical / infrastructure related policy roles. Some reduction in capacity.  | 220        | -          | 220        | 6.5        |
| Rationalisation of the operational property estate   | Rationalisation of the current number of properties and reductions in running costs will be required. This would result in the relocation of staff and increased occupancy in retained buildings. Savings are expected to be in the region of £450k - £1m. | -          | 450        | 450        |            |
| Generation of additional income from the investment estate   | Increased income target for property strategy team and efficiencies from the external management contract will be required.  | 200        | -          | 200        |            |



|   |  |              |              |              |             |
|---|--|--------------|--------------|--------------|-------------|
| Reduction in the Feasibility and Commissioning budget | Reduction in ability and scope to pursue lower level strategic projects and local initiatives. | 680          | -            | 680          |             |
| <b>Sub Total Supporting Growth</b>                    |  | <b>1,843</b> | <b>450</b>   | <b>2,293</b> | <b>10.5</b> |
| <b>Total Growth and Neighbourhoods</b>                |  | <b>4,471</b> | <b>4,313</b> | <b>8,784</b> | <b>40.0</b> |

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## Appendix 1. Financial Plan

### Objective Summary

| Service Activity                       | 2014-2015       | 2015-2016       | 2016-2017       |
|--|-----------------|-----------------|-----------------|
|  | Budget<br>£'000 | Budget<br>£,000 | Budget<br>£,000 |
| Corporate and Democratic Core          | 35              | 35              | 35              |
| Neighbourhood Delivery                 | 72,406          | 71,733          | 69,978          |
| Community & Cultural Services          | 20,215          | 20,232          | 19,340          |
| Regeneration                           | 6,663           | 6,343           | 6,343           |
| City Centre Regeneration               | 413             | 413             | 413             |
| Policy, Partnerships & Research        | 2,279           | 2,059           | 2,059           |
| Planning, Building Control & Licensing | 240             | 40              | 40              |
| Strategic Development                  | 4,073           | 2,669           | 2,219           |
| Directorate Support                    | -1,474          | -1,474          | -1,474          |
| <b>Total</b>                           | <b>104,850</b>  | <b>102,050</b>  | <b>98,953</b>   |

## Subjective Summary

| Subjective Heading                               | 2014-2015       | 2015-2016       | 2016-2017       |
|--|-----------------|-----------------|-----------------|
|  | Budget<br>£'000 | Budget<br>£,000 | Budget<br>£,000 |
| <b>Expenditure:</b>                              |                 |                 |                 |
| Employees  | 48,991          | 45,513          | 44,675          |
| Running Expenses                                 | 174,660         | 155,183         | 131,514         |
| Capital Financing Costs                          |                 |                 |                 |
| Contribution to reserves                         | 1,125           | 0               | 0               |
| Total Subjective Expenditure                     | 224,776         | 200,696         | 176,189         |
| Less:  |                 |                 |                 |
| Other Internal sales                             | (18,228)        | (18,228)        | (18,228)        |
| Gross Expenditure                                | 206,548         | 182,468         | 157,961         |
| <b>Income:</b>                                   |                 |                 |                 |
| Government Grants                                | (4,350)         | (3,618)         | (3,618)         |
| Contributions from Reserves                      | (52,215)        | (31,155)        | (9,745)         |
| Other Grants Reimbursements and<br>Contributions | (4,396)         | (4,396)         | (4,396)         |
| Customer and Client Receipts                     | (39,785)        | (40,297)        | (40,297)        |
| Other Income                                     | (952)           | (952)           | (952)           |
| <b>Total Net Budget</b>                          | <b>104,850</b>  | <b>102,050</b>  | <b>98,953</b>   |

## Appendix 2. Performance Plan

### Performance Measures -

Performance measures are supplemented by monitoring of the Growth and Neighbourhoods, housing and welfare reform dashboards in addition to the Manchester Strategy report.

| Objective                           | Performance Measure   | Latest performance figure | Date           |
|-------------------------------------|---|---------------------------|----------------|
| Creating Growth                     | Office take up (thousands sq ft)  | 786.3                     | H1 2014        |
|                                     | Total number in employment  | 334,700                   | 2013           |
|                                     | City centre hotel occupancy rate  | 87%                       | Nov 2014       |
|                                     | Airport: Passenger numbers (year to date)   | 19,166,516                | YTD Jan-Oct 14 |
|                                     | Number of visits to MCC cultural and recreational facilities  | 8,598,816                 | Qtr. 2 2014/15 |
|                                     | Active users at Council run libraries (last 12 months)  | 94,916                    | Qtr. 2 2014/15 |
|                                     | Active users at community run libraries (last 12 months)  | 8,679                     | Qtr. 2 2014/15 |
|                                     | % annual change in retail sales (City Centre)   | 7.7%                      | Nov 2014       |
|                                     | Births of new enterprises   | 3,385                     | 2013           |
|                                     | Deaths of new enterprises   | 2,250                     | 2013           |
| Net increase in number of new homes | 219   | Qtr. 2 2014/15            |                |
| Places Where People Want to Live    | Visual disamenity number of service requests for neighbourhood related issues that impact on the visual appearance of a location (e.g. fly tipping, dog fouling, graffiti, overgrown trees) | New Measure               |                |
|                                     | Satisfaction with local area as a place to live   | 77.1%                     | 2013/14        |
|                                     | Percentage of respondents who feel they 'strongly' belong to their immediate neighbourhood  | 78.6%                     | 2013/14        |
|                                     | People who perceive high levels of ASB in their local area  | 13.5%                     | 2013/14        |

|  |  |  |          |
|--|--|--|----------|
|  | ASB number of recorded offences  | 32,686   | 2013/14  |
|  | Percentage of household waste recycled or composted  | 38.36%   | 2013/14  |
|  | Amount of residual waste per household   | 437.79 kg/hh/yr                                | 2013/14  |
|  | Resident satisfaction with MCC doorstep recycling  | 78.9%  | 2013/14  |
|  | Resident satisfaction with MCC refuse collection   | 73.8%  | 2013/14  |
|  | Resident satisfaction with MCC local tips/Household waste recycling centres  | 77.4%  | 2013/14  |
|  | Number of empty commercial properties  | 4,832  | Jan 2015 |
| Access to Jobs for Manchester People   | Level 2 qualifications achieved by age 19  | 82.3%  | 2012/13  |
|  | Resident population aged 19 to 59/64 qualified to Level 2 or higher  | 73.8%  | 2012/13  |
|  | Resident population aged 19 to 59/64 qualified to Level 3 or higher  | 58.8%  | 2012/13  |
|  | Resident population aged 19 to 59/64 qualified to Level 4 or higher  | 39.7%  | 2012/13  |
|  | Labour Insight advertised vacancies  | 8,052  | Dec 2014 |
|  | Manchester residents employed through MCC capital programme  | New Measure                                    |          |
|  | Apprenticeship starts: Total number  | 4,775  | 2012/13  |
|  | Apprenticeship starts: Age - Under 19, 19-24, over 25  | Under 19 - 865<br>19-24 - 1,503<br>25+ - 2,407 | 2012/13  |
|  | Total unemployment rate  | 2.9% (Count 10,451)                            | Nov 2014 |
|  | Long-term 18-24 year old claimants: Number claiming for 6 months or more and number claiming for 12 months or more | 600 > 6 months<br>325 >12 months               | Nov 2014 |
| Long-term 18-24 year old claimants flowing off of JSA: off flows from those claiming for 6 months and over, off flows from those claiming for 12 months and over | 135 > 6 months<br>45 >12 months  | Nov 2014                                       |          |

## Appendix 3. Workforce Development Plan

### Workforce Strategy

To enable the directorate to deliver the key strategic objectives around creating growth, developing places where people want to live and increasing access to jobs for Manchester people, we need to ensure the workforce is developed and managed in alignment with these priorities. This will include ensuring increased leadership and management capacity, with a particular focus on skilling our leaders at all levels to influence without power which is critical to driving the reform agenda and to improve outcomes and reduce dependency through behaviour change. Plans must be implemented to ensure that effective succession planning, skills development and career pathways at all levels are embedded to have the best opportunity of retaining the skills that are needed to develop an empowered and motivated workforce.

The delivery of transformational change and service redesigns across the directorate will be key in achieving the required workforce reductions and savings for the next two year budget cycle, whilst providing opportunities to develop the required skills for the future workforce and implement appropriate succession plans and career pathways.

In the context of the GM Devolution Agreement, 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 strategy should enable more innovative and efficient ways of developing the workforce, in the context of reduced resources, particularly considering front-line services, for example maximising opportunities afforded through e-learning packages and collaborative learning opportunities across services, directorates and partners.

## Workforce Priorities

The focus for the workforce needs to be around:

### 1. Developing Leadership and Capacity:

- 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.
- Development of skills and capacity to influence partners, external organisations and government to reform public services, support growth and ensure a lead role in the delivery of the GM Devolution Agreement.
- Clear leadership and vision to ensure improved strategic and operational integration of services within the directorate, including the integration of CCS, NDT and Regeneration into one integrated Neighbourhood Focus model and build resilience and independence with the workforce.
- Continued development of a leadership and management culture which supports and enables ownership of people management issues.
- Continued focus on developing 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:

- The directorate will need to deliver workforce savings of £1.446m across 2015-2017, which broadly equates to workforce reductions of 45 FTE.
- Delivery of the VS/ VER scheme to achieve required reductions in the appropriate areas as agreed through the budget proposals.
- Service redesigns to be implemented across Neighbourhood Focus, Policy, Partnerships and Research, Galleries, Strategic Housing, GM Energy Advice Service,
- Effective contract management arrangements to be developed to ensure quality provision of services and achievement of required efficiencies through the new Street Cleansing and Waste Collection contract and recently awarded Leisure contract.
- All opportunities for more efficient ways of delivering services will 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.

### 3. Developing Workforce Skills and Capacity:

- Ensure effective organisation development strategies and processes to deliver customer focussed and value for money services, led by the directorate Workforce Development Group, supported by HROD, with a on focus developing skills and awareness needed for driving Public Service Reform whilst considering requirements in the context of redesigned services and workforce reductions.
- Development of a skilled, flexible, motivated and diverse workforce capable of delivering in an innovative, high performance, multi-agency context including developing skills such as stakeholder management and influencing skills, project management for collaboration to drive further joint working at a GM level, further development of commercial and commissioning skills and increased knowledge and understanding of investment models.
- Build on the existing skills / processes necessary to develop and work with a range of volunteers to build capacity and add breadth to service provision. In addition to these areas we will focus on professional development and career paths.
- Develop skills and capacity required for the new Neighbourhood Focus model, to ensure maximum community engagement and resilience.
- Opportunities for cross directorate and organisational learning will be maximised. Effective movement of staff around the directorate and more widely around the organisation in accordance with *mpeople* principles will be essential to deliver this and this will be supported by the HROD Strategic Workforce Planning Group and Directorate Resourcing Panel.

### 4. Reducing Worklessness

- Provide employment opportunities for Manchester Residents whilst delivering our skills pledge commitments through initiatives such as apprenticeships, work experience opportunities volunteer programmes.
- Work with partners and service providers to maximise opportunities to connect residents with work opportunities, such as through the waste and leisure contracts.

### 5. Reward and Recognition

- Ensure an effective, positive and motivated workforce to deliver the priorities of the Growth and Neighbourhoods Directorate.
- Formal recognition of directorate and individual achievements through Awards for Excellence.



## Appendix 4. 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 pace of the Directorate transformation work required proves to be undeliverable within agreed timescales and resources.   | <ul style="list-style-type: none"> <li>Delays to Growth &amp; Neighbourhoods transformation and associated budget savings.</li> <li>The council does not benefit from improvements in efficiency and, economies of scale.</li> <li>Detrimental impact to the Council's reputation.</li> </ul> | <ul style="list-style-type: none"> <li>Early engagement with SMT and staff</li> <li>SMT scrutiny</li> <li>Implementation plan</li> <li>Clear communication of change and Directorate vision to staff</li> </ul>            |
|                                      | 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"> <li>New ways of working will not deliver the expected benefits.</li> <li>Active staff resistance slows progress with key priorities</li> <li>Negative impact on morale across all staff groups</li> <li>Directorate offer becomes unbalanced.</li> </ul>   | <ul style="list-style-type: none"> <li>Early and ongoing engagement with staff, TU and members</li> <li>New ways of working programme supports staff changes.</li> <li>Planned staff communications strategies.</li> </ul> |

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

|   |  |   |   |
|---|--|---|---|
| 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"> <li>• Imbalanced outcomes, as decision making is not informed by all required partner contributions.</li> <li>• Inability to manage change across the interface between partner organisations.</li> </ul>                      | <ul style="list-style-type: none"> <li>• Engagement with key partners, legal and Executive members</li> <li>• Strong links established with other Directorates.</li> </ul>  |
| 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 across the organisation. Inability to deliver required savings from within the Business Plan. | <ul style="list-style-type: none"> <li>• Directorate has to continue to bear unsustainable property costs.</li> <li>• Inability to deliver savings from within proposed model.</li> <li>• Maintenance of facilities that do not fit new working model.</li> </ul> | <ul style="list-style-type: none"> <li>• Ongoing engagement with SMT, members, other directorates and partners.</li> </ul>  |
|   | 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"> <li>• Delays to realising budget savings/ new ways of working</li> <li>• Emerging transformation proposals are seen as imbalanced/ inequitable.</li> </ul>   | <ul style="list-style-type: none"> <li>• Process in place to determine if EIA is required</li> <li>• Developing best practice and guidance.</li> <li>• Staff experienced and trained in conducting EIAs</li> <li>• Close links to legal services</li> <li>• Clear programme of EIAs to support delivery.</li> </ul> |