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**Manchester City Council  
Report for Resolution**

**Report to:** Economy Scrutiny Committee - 7 December 2016

**Subject:** Our Manchester Strategy: Governance and Performance Measures

**Report of:** Deputy Chief Executive (Growth and Neighbourhoods)

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**Summary**

To provide information to the Committee regarding the delivery of the Our Manchester Strategy, Key Performance Indicators and the governance arrangements for the strategy including the role of Executive Members, Scrutiny Committees and the Our Manchester Forum (OMF).

**Recommendations**

That the Scrutiny Committee members note the content of this report.

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**Wards Affected:** All

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

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Our Manchester Strategy 2016-25
- State of the City Report 2016

## **1. Introduction**

- 1.1 In December 2015 the Committee considered a report on the draft Our Manchester Strategy 2016 - 2025. The document was formally approved by the Executive and Council in January 2016. At the December 2015 meeting the committee requested a future report on the how progress in implementing the strategy was to be monitored and measured as well as the governance arrangements for the strategy. This report responds to that request.
- 1.2 Resources and Governance Scrutiny Committee has overall responsibility for the overview of the Our Manchester Strategy. This report therefore provides background information for the committee on how it is intended that the strategy will be monitored and on its governance arrangements.
- 1.3 The report also provides an update on the role of members in overseeing the strategy's implementation along with that of the Our Manchester Forum (OMF), previously the Manchester Leaders Forum and details:
  - The membership and governance of the OMF including the future role of Manchester Board members and recruitment of new Forum Members;
  - The monitoring and delivery of the 'We Wills' in the Our Manchester Strategy and how this will be undertaken by the forum; and
  - The future meeting structure for the OMF.

## **2. Monitoring Progress**

- 2.1 The Our Manchester Strategy is the wider city's strategy. While the Council has an important role in helping to deliver it, the strategy's implementation requires all partners and residents to play their part in helping to achieve the aims and objectives set out in the document.
- 2.2 The final version of the Our Manchester Strategy contains 64 'We Wills'. These are statements that the strategy commits Manchester to deliver on. The first 15 of these sit under the Manchester 2025 section and provide the strategic aspiration for the city. The remaining 49 are grouped under the five main themes of the Strategy. A list of the 'We Wills' can be found in Appendix 2.
- 2.3 OMF members have been asked to determine which of the "We Wills" contained within the Our Manchester Strategy they felt able to provide strategic leadership or support on. This information is currently being collated and any gaps identified. This will be discussed at the December OMF meeting.

## **3. Monitoring Progress through Annual State of the City Reports**

### **3.1 State of the City Report 2016**

- 3.1.1 The State of the City Report tracks progress towards the vision for the city through performance analysis and sets this in the context of the city's policies, programmes and decisions. The State of the City Report for 2016 covered

data up to March 2016 and brought performance monitoring of the previous Community Strategy (2005 – 2015) to a close.

### **3.2 State of the City Report 2017 and Executive Member Reporting**

- 3.2.1 The State of the City Report for 2017 will measure progress against the Our Manchester Strategy and all future State of the City reports from 2017 onwards will focus on Our Manchester and the progress the city has made against the 2015 baseline. A draft list of performance indicators has been developed for Our Manchester. The first State of the City Report focused on Our Manchester will be released in October 2017.
- 3.2.2 The draft Our Manchester performance indicators list is attached at Appendix 3. Separate to this, Executive Members will report twice a year to the most appropriate Scrutiny Committee on their work in delivering the Our Manchester Strategy, with the first such reports being made during the current cycle. In addition, further work will need to be undertaken to ensure that the Our Manchester priorities are embedded in ward plans.
- 3.2.3 Work will take place to refine the Our Manchester performance indicators including conversations with key stakeholders in the city about the range of indicators used as well as bringing in indicators from the Our Manchester residents survey. Further work is taking place to bring in new indicators that reflect the full range of the Executive's 2016 – 2020 priorities.

## **4. Membership and Governance of the Our Manchester Forum**

- 4.1 Membership of the OMF, which has an oversight role in relation to the Strategy's delivery is drawn predominantly from partnership nominations, with a small number of independent members recruited through an open and transparent process (see Appendix 1).
- 4.2 The OMF is tied to the Council's democratic process and is accountable to the Executive Committee and subject to scrutiny by the Governance and Resource Scrutiny Committee. Members of the Council are involved in the Forum through partnership board nominations, and the Forum is chaired by the Leader of the Council.
- 4.3 The strategic overview provided by the Our Manchester Forum is supported by the Manchester Investment Board, which has accountability for the development and delivery of the Our Manchester Forum.
- 4.4 Following the launch of the Our Manchester Strategy in early 2016, it was decided that the Manchester's Leaders forum would be rebranded as the Our Manchester Forum and that membership of the Forum would be reviewed.

### **4.5 Manchester Board members**

- 4.5.1 In 2015, four Manchester Board Members were given a role on the Manchester Leaders Forum for the period of one year in order to provide

continuity between the Manchester Board and the Manchester Leaders Forum and to help to ensure that the new structure built on the successes and experiences of the Manchester Board.

- 4.5.2 During September’s OMF meeting it was agreed that the four remaining Manchester Board members would stand down from the Forum. It was noted that the Manchester Board Members had provided additional diversity to the Forum and that this would be considered in relation to existing members and the recruitment outlined in section 4.6 below.

#### **4.6 Recruitment of New Members**

- 4.6.1 At the September 2016 OMF meeting it was also agreed that four to six new, independent members would be recruited to the Forum to replace the Manchester Board Members. The ambition was for these new members make a contribution to the OMF by representing communities, geographical areas and the diversity of the city.

- 4.6.2 The recruitment process commenced in October 2016 and following advertisements of the posts several applications for the roles were received. Successful applicants were interviewed by a stakeholder panel (including the chair of Communities and Equalities Scrutiny Committee) in mid-November and appointment of new members is pending. Newly appointed members will attend the December meeting of the OMF.

#### **5. Our Manchester Forum Meetings**

- 5.1 The OMF meetings are held quarterly at the following times; September 2016, December 2016, March 2017 and June 2017.
- 5.2 The Forum has agreed that the quarterly meetings will be used to discuss progress against the ‘We Wills’ of a particular theme and to review the implementation of the Our Manchester approach. The proposed subject areas for discussion at the current round of meetings are set out below.

**Table 1: Meetings and Topics**

<b>Meeting Date</b>	<b>Topics</b>
September 20 <sup>th</sup> 5pm-7pm	<ul style="list-style-type: none"> <li>• Agreement on role of the Forum and discussion on recruitment of new members</li> <li>• Annual progress – State of the City Report 2016 (based on Community Strategy)</li> <li>• Our Manchester Framework</li> <li>• Manchester Climate Change Strategy 2050 discussion</li> </ul>
December 13 <sup>th</sup> 5pm-7pm	<ul style="list-style-type: none"> <li>• Progressive and Equitable City</li> <li>• Refreshed Membership and TOR</li> <li>• Our Manchester update</li> </ul>

March tbc 5pm-7pm	<ul style="list-style-type: none"><li>• Highly Skilled City</li><li>• Thriving and Sustainable City</li><li>• Our Manchester update</li></ul>
June tbc 5pm-7pm	<ul style="list-style-type: none"><li>• Annual progress – overview of progress against 'We Wills'; and input from residents</li><li>• Connected City</li><li>• Our Manchester update</li></ul>

5.3 Each of the themed meeting will provide a brief overview of progress against the 'We Wills' in that section and any areas of concern will be highlighted. If applicable they will also include a case study presentation from an appropriate invited guest. The Forum will provide support where appropriate and is expected to suggest innovative and collaborative ways in which barriers might be overcome.

5.4 The implementation of the 'Our Manchester' approach is likely to be a standing item at all meetings.

## **6. Recommendations**

6.1 It is recommended that the Committee note the content of the report.

**Appendix 1: Current membership of the Our Manchester Forum**

Sector	Source of membership
Council	Leader Deputy Leaders Deputy Chief Executive
Private sector	Greater Manchester LEP Business Leadership Council Greater Manchester Chamber of Commerce Private sector representatives
Voluntary and community sector	Voluntary and Community Sector Assembly Equality leads representing those with protected characteristics Interfaith Hate Crime Forum Environment Network for Manchester
Partnerships (including public sector)	Manchester Investment Board Health and Wellbeing Board Neighbourhoods Board Work and Skills Board Children's Board Community Safety Partnership Strategic Education Partnership Manchester Schools Alliance Office of the Police and Crime Commissioner for Greater Manchester Manchester: A Certain Future Steering Group Strategic Housing Partnership Corridor Partnership Board Cultural Partnership Transport for Greater Manchester Committee CityCo Valuing Older People Board Manchester Youth Council/Valuing Young People Board

## Appendix 2: Our Manchester Strategy 'We Wills'

Ref.	High-level aims
A1	Have a strong sense of citizenship and pride in the city
A2	Create new jobs accessible to Manchester residents, reducing the number of people who are out of work
A3	Ensure everybody is paid at least a real living wage
A4	Reduce the gap between our residents' wages and the average wage earned in the city
A5	Improve school results so they are significantly better than the UK average
A6	Increase the proportion of graduates and the number of apprentices in the city
A7	Collectively improve our health and wellbeing and be more active as adults and children
A8	Be a cleaner, litter-free city
A9	Build well-designed, energy-efficient, sustainable and affordable homes to rent and buy
A10	Maintain the balance between incomes and housing costs
A11	Be a city recognised for its high quality of life, with improved green spaces and access to world-class sports, leisure and cultural facilities
A12	Have an integrated, smart and affordable transport system
A13	Be on a path to being a zero-carbon city by 2050
A14	Be a beacon for sustainable design
A15	Increase productivity for the benefit of the city and the UK as a whole

Ref.	Thriving and sustainable city
TS1	Support the growth of established and emerging business sectors
TS2	As the 2016 European City of Science, increase the city's engagement with science and develop its international profile
TS3	Chart a course to becoming a leading digital city
TS4	Capture the commercial potential of research and innovation – particularly in advanced materials and at key employment areas such as Corridor Manchester and Airport City
TS5	Upskill the city's workforce to ensure that Mancunians can benefit from the new jobs created here, including more and higher level apprenticeships
TS6	Maximise the potential of the Business Growth Hub to support Manchester's

	businesses and entrepreneurs
TS7	Improve the resource efficiency, carbon and environmental performance of all business sectors
<b>Ref.</b>	<b>Highly skilled city</b>
HS1	Work with employers to ensure that everyone is paid at least a real living wage
HS2	Improve educational attainment to be above the national average, with a focus on science, technology, engineering, maths, digital skills and creativity
HS3	Inspire the next generation to be the best they can be and provide them with the knowledge, skills and resilience they require to succeed
HS4	Encourage a meaningful work placement for every young person
HS5	Support the positive contribution older people make through paid and voluntary work, and their active contribution to city life and their communities
HS6	Use our devolved powers to align the skills system with the needs of our economy now and in the future
HS7	Continue to drive economic growth in high-value sectors to retain and attract the best talent
HS8	Increase the number of apprenticeships, developing new models that encourage high-level apprenticeships in a wide range of fields
HS9	Connect higher education institutions with businesses in the city to give graduates a clear route to good-quality employment or support for an innovative idea
HS10	Encourage employers to unlock the potential of the workforce over the long term; for example, promoting continued professional development at all levels and developing entry-level roles that offer clear progression routes to high-value, high-skilled roles
HS11	Reduce the number of people with no qualifications and increase the opportunities for people to improve their skills throughout their working lives
HS12	Respond to student expectations for sustainable development to be included in studies and institutional practice, building on progress already achieved through the Eco Schools programme and the commitments of our colleges and universities
<b>Ref.</b>	<b>Progressive and equitable city</b>
PE1	Radically improve health outcomes, integrating health and social care, and supporting people to make healthier choices, so that people have the right care at the right place at the right time
PE2	Reform services for children and families, increasing the number of children arriving at school ready to learn, and increasing their life chances, thus supporting their future independence



PE3	Continue to work with the voluntary and community sector to find new ways of reaching those communities that remain untouched by Manchester's success, creating resilient and vibrant communities of people
PE4	Continue to be recognised as a pioneering age-friendly city
PE5	Aim to be the UK's youth capital
PE6	Use devolved powers to expand our programmes to support people with complex and multiple problems to get their life back on track
PE7	Support people to find work, stay in work and progress at work, so that all residents can take advantage of the opportunities of economic growth and are able to provide for their children
PE8	Ensure that homeless people have the shelter and support they want and need
PE9	Tackle fuel poverty by improving the energy-efficiency of our existing homes, building new homes to the highest standards, and locally generating increasing levels of affordable, low and zero-carbon energy
<b>Ref.</b>	<b>Liveable and low-carbon city</b>
LL1	Provide a diverse supply of good-quality housing in clean, safe, more attractive and cohesive neighbourhoods across the city
LL2	Encourage walking, cycling and use of public transport, and continue to invest in the infrastructure this requires
LL3	Become a cleaner litter-free city
LL4	Recycle more of our waste
LL5	Improve the quality of parks, green spaces, rivers and canals, and incorporate more into new developments where appropriate
LL6	Harness the potential of technology to improve the city's liveability, sustainability and connectivity
LL7	Invest in cultural and sports facilities for the benefit of the city's residents, and to improve the city's international attractiveness
LL8	Have cultural institutions that reflect and celebrate diversity, engage communities and engender pride in the city
LL9	Provide opportunities for the city's artistic and creative community by increasing commissioning, production and performance activities
LL10	Increase volunteering across the city
LL11	Be a 100% clean-energy city by 2050
LL12	Continue to encourage the growth of a low-carbon culture
LL13	Ensure that our communities are protected from a changing climate
<b>Ref.</b>	<b>Connected city</b>

C1	Develop an integrated, smart and clean transport network that reflects the changing shape of the city and the way people need to move around
C2	Increase the proportion of cycling and walking journeys, and provide improved infrastructure and signing
C3	Position the city at the centre of first-class networks – locally, nationally and internationally
C4	Use the momentum created by HS2 developments to drive growth and investment
C5	Work as part of Transport for the North to secure long-term investment to radically improve transport connections across the North
C6	Capitalise on the increased capacity at the airport and the connectivity and logistics benefits of Airport City to boost the economy
C7	Create a framework for action as a Digital City
C8	Use digital technology to transform the way we use energy in order to help reduce energy bills and carbon emissions

### Appendix 3: Our Manchester Strategy - Draft Proposed Metrics

Theme	Measure	Measure Definition
Overall Vision for the City	Overall population, including projections	a) ONS mid-year population estimates b) ONS sub-national population projections (SNPP 2012) c) Manchester city council forecasting model population projections (S2015) d) Greater Manchester Forecasting Model population projections (GMFM 2014)
	Rate of population growth - Manchester vs England	Annual population growth: a) Manchester b) England
Thriving and Sustainable City	Number of active enterprises	Number of VAT registered businesses in Manchester
	Number of jobs in the city (total employment)	a) Total number in employment b) Total number in employment by sector (% of total) c) Forecasted total number in employment by 2025
	% growth in jobs and total GVA across all sectors, highlighting key growth sectors such as financial and professional services, science and technology, construction in Manchester and GM	Forecasted fastest growing sectors between 2015 and 2025: a) % growth in total GVA by sector b) % growth in total employment by sector
	Productivity - Annual GVA Growth (& GVA per head) for Manchester vs UK.	a) Annual growth in total GVA (i) Manchester (ii) UK b) GVA per head (i) Manchester (ii) UK
	Reduce Co2 emissions per £m GVA	Co2 emissions (KtCO2) per £m GVA
A Highly Skilled City	New office availability and take up by sector (thousands sq ft) by grade	a) Total office take-up (thousands sq ft) (new and second-hand) b) Total office availability (thousands sq ft) (new and second-hand)
	Schools judged 'good' or 'outstanding'	Proportion of schools judged to be good or outstanding in their most recent Ofsted inspection
	School Absence - overall absence and persistent absence rates. Primary, Secondary and Special	a) Overall absence rates for primary, secondary, and special schools - full academic year (six half terms) b) Persistent absentees as a proportion of the total number of enrolments - full academic year (six half terms)

Early Years Foundation Stage Profile: % achieving good level of development (School ready)	Early Years Foundation Stage: % achieving good level of development
Pupils achieving the national expectation in Reading, Writing and Maths at the end of Key Stage 2	Percentage of pupils reaching the expected standard at end of Key Stage 2
Attainment 8 score (at end of Key Stage 4)	Attainment 8 - average achievement across 8 subjects including Mathematics, English, Sciences, Humanities and Languages.
Progress 8 score (at end of Key Stage 4)	Progress 8 - pupil progress measures across 8 subjects including Mathematics, English, Sciences, Humanities and Languages. Score is calculated by comparing a pupil's Attainment 8 score with the average Attainment 8 score of all pupils nationally who had a similar starting point, using assessment results from the end of primary school.
% achieving the English Baccalaureate	% of pupils achieving the components of the English Baccalaureate
Key stage 5: A level achievement (look to pick out results for STEM subjects separately.)	a) % of A-Level entries achieving A*-A b) % of A-Level entries achieving A*-E
Apprenticeship starts	Number of apprenticeships starts: a) sector b) age c) level
Apprenticeship Achievements	Number of apprenticeships achievements: a) sector b) age c) level
Students domiciled in Manchester attending any University	Students domiciled in Manchester attending any University: a) Manchester b) Outside Manchester
Job Vacancies by sector	Number of job vacancies advertised during the month
Annual Survey of Employee Hours and Earnings (ASHE) - Manchester workplace vs Manchester resident	Median Weekly Gross Pay (All workers - full time & part time): a) Manchester workplace b) Manchester resident
Annual Survey of Employee Hours and Earnings (ASHE) - Manchester workplace vs Manchester resident	Median Weekly Gross Pay (Full time workers only): a) Manchester workplace b) Manchester resident

	Average total household income (including benefits)	Average annual total household income (including benefits)
	Proportion of employee jobs paid less than the living wage	Proportion of employee jobs paid less than the living wage: a) Manchester workforce, regardless of where resident b) Manchester residents, regardless of work location
	Number of residents on Out of Work Benefits	Number of residents claiming Out of Work Benefits (JSA, ESA/IB, LPIS, Other, Universal Credit not in work): a) working age population aged 16-64 b) young population aged under 25
	Resident working age population with no skills, and levels 2+	Resident working age population (aged 16-64): a) no qualifications b) qualified to NVQ level 2 and above
Progressive and Equitable City	Safeguarding	Safeguarding projected year end referral rate per 10,000 young people
	Number of Looked After Children	a) Number of Looked After Children as at 31st March b) Number of Looked after Children as at 31st March per 10,000 of the population aged under 18
	Percentage of all children (aged under 20) living in low income households (snapshot as at 31st August)	Percentage of all children (aged under 20) living in low income households as at 31st August
	Proportion of Households living in Fuel Poverty	Proportion of households fuel poor (%) - low income, high costs definition
	Participation in 30 minutes of sport 1 or 3 times a week	Proportion of people aged 16 and over participating in at least 30 minutes of sport at moderate intensity: a) at least once a week b) at least three times a week
	Childhood obesity at year 6	Proportion of children in year 6 who are obese
	Tooth extractions due to decay for children aged 10 and under	Tooth extractions due to decay for children aged 10 and under admitted as inpatients to hospital (crude rate per 100,000 population)
	Directly age-standardised mortality rates per 100,000 population (all ages) caused by circulatory diseases	Under 75 mortality rate from cardiovascular diseases considered preventable (Directly age standardised rate per 100,000 population)
Directly age-standardised mortality rates per 100,000 population (all ages) caused by cancers	Under 75 mortality rate from cancer considered preventable (Directly age standardised rate per 100,000)	

		population)
	Directly age-standardised mortality rates per 100,000 population (all ages) caused by respiratory diseases	Under 75 mortality rate from respiratory disease considered preventable (Directly age standardised rate per 100,000 population)
	Proportion of cancers diagnosed at early stage (experimental statistic)	Proportion of cancers diagnosed at early stage (experimental statistic)
	Healthy Life Expectancy at Birth (Men and Women)	Healthy Life Expectancy at Birth (Men and Women)
	Total number supported in residential and nursing placements	Number of Council-supported residents in residential and nursing placements
	People aged 65 and over admitted to permanent residential / nursing care	People aged 65 and over admitted to permanent residential / nursing care
	Emergency hospital admissions	Emergency hospital admissions: all conditions (rate per 100,000 population)
	Low birth weight of term babies	Low birth weight of term babies (live births with a recorded birth weight under 2500g and a gestational age of at least 37 complete weeks as a percentage of all live births with recorded birth weight and a gestational age of at least 37 complete weeks).
	Admission episodes for alcohol-related conditions (narrow definition)	Admission episodes for alcohol-related conditions (narrow definition): Directly age-standardised rate per 100,000 population
	Improving Access to Psychological Therapies (IAPT)	% of referrals to Improving Access to Psychological Therapies (IAPT) services which indicated a reliable recovery following completion of treatment
	% of troubled families with the need addressed / improved at the end of intervention: worklessness, offending, debt, risk of eviction, school attendance, alcohol and drug misuse, domestic violence.	% of troubled families with the need addressed / improved at the end of intervention: a) Off 'out of work benefits' and confirmed into employment b) No repeat proven offences c) Debt issues reduced or cleared d) Avoided eviction e) Reduction in persistent absence f) Mental health improved g) Drug misuse improved h) Alcohol misuse improved i) Domestic violence issues resolved

Liveable and Low Carbon City	Direct Co2 emissions. Per capita Local CO2 emission estimates; industry, domestic and transport sectors (t CO2). % per capita change on 2005 baseline.	a) Per capita Local CO2 emission estimates; industry, domestic and transport sectors b) Per capita Local CO2 emission estimates decrease from 2005 baseline
	Levels of recycling (incl re-use and compost) and total weight of recycled material.	a) Total proportion of household waste recycled (dry recycling and organic recycling) b) (i) Organic and (ii) dry recycling kgs per household per year
	Requests for Service relating to visual environment, e.g. Flytipping, Street Cleansing, Grafitti broken down by neighbourhood focus areas	Number of requests for service that could impact on how an area looks: a) fly tipping b) street cleansing c) grafitti d) trees, hedges and shrubs e) untidy plot of land f) untidy gardens
	Volume of Residential Property Sales (Extended City Centre and Rest of City) - Total & New build	a) Total Number of properties registered as sold, (i) Manchester excluding extended city centre (ii) extended city centre b) Number of new build properties registered as sold, (i) Manchester excluding extended city centre (ii) extended city centre
	Residential Property Sale Prices (Extended City Centre and Rest of City) - Total & New build	a) Mean average prices of total properties sold, (i) Manchester excluding extended city centre (ii) extended city centre b) Mean average prices of new build properties sold, (i) Manchester excluding extended city centre (ii) extended city centre
	Empty properties as a % of all housing stock	% of empty residential properties within Manchester
	Increase in new homes (gross not net)	Number of new properties added to the valuation list
	Properties given planning permission expressed as number of housing units	Properties given planning permission expressed as number of housing units
	Volunteering in the city	a) Number of volunteers in the city b) Number of hours worked by volunteers each week

	Number of visits to Manchester City Council cultural and recreational facilities (Galleries, Parks, Leisure and Libraries)	a) 12 month rolling total number of visits to Manchester city council: (i) Galleries (ii) Libraries (iii) Sports and leisure facilities b) Number of attendances to activities, events and educational sessions in parks
	Victim based crime - number of reported offences over the last 12 months	Number of crimes reported over the last 12 months: a) Victim based crime b) All crimes
	Anti-social behaviour	Number of anti-social behaviour incidents in Manchester
	Hate Crime	a) Number of hate incidents and crimes linked to monitored strands (race, religion, sexual orientation, disability, transgender, alternative subcultures) b) Total number of hate incidents and crimes
	Domestic Violence	Number of domestic abuse crimes in Manchester
	Proven re-offending rates: % of offenders who reoffend (i) Juveniles (ii) Adults (iii) All	% of offenders who reoffend within a 12 month period: (i) Juveniles (ii) Adults (iii) All
	Rough Sleeping count	Single night snapshot of the number of people sleeping rough in Manchester city centre
	Homeless people in temporary accommodation	Number of homeless people in temporary accommodation - snapshot at quarter end
Connected city	Broadband Take Up (residential) - including superfast	Residential fixed broadband take up (including superfast broadband
	Superfast Broadband Take Up (residential)	Residential fixed superfast broadband: a) availability b) take up
	Trips into Manchester key centre (AM peak 7:30 AM - 9:30 AM) by bike	Trips into Manchester key centre (AM peak 7:30 AM - 9:30 AM) by bicycle
	Trips into Manchester key centre (AM peak 7:30 AM - 9:30 AM) by various modes of transport (car, bus, rail, metro, cycle, walk)	Trips into Manchester key centre (AM peak 7:30 AM - 9:30 AM) by: a) car b) bus c) rail d) tram e) walk



	Public transport patronage (Bus, Train and Metrolink)	Public transport patronage: a) Bus, b) Train c) Metrolink
	Number of visits by overseas residents	Estimated number of visits by overseas residents to Manchester by reason for visit (i.e. holiday, business)
	Number of airport passengers	Year to date number of Manchester Airport passengers