

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee - 7 December 2016
Subject: Delivering the Our Manchester Strategy:
Report of: Leader of the Council

Summary

This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester strategy for those areas within the portfolio of the Leader of the Council.

Recommendations

The Committee is asked to note and comment on the report.

Contact:

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Position: Leader of the Council
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1. Introduction

- 1.1 The Our Manchester Strategy was formally adopted by the Council in January 2016 and sets the ambitions for the city for the next ten years, to 2025, for Manchester to be:
- Thriving – creating great jobs and healthy businesses
 - Filled with talent – both home-grown talent and attracting the best in the world
 - Fair – with equal chances for all to unlock their potential
 - A great place to live – with lots of things to do
 - Buzzing with connections – including world-class transport and broadband
- 1.2 Executive Members are collectively and individually responsible for supporting the delivery of the Our Manchester Strategy and for providing political oversight and direction to officers for better outcomes for Manchester residents. In October, the Executive published its collective political priorities and those of individual Executive Members, all of which are aligned to the Our Manchester Strategy.
- 1.3 This report sets out how I as the Leader of the Council have sought to deliver these priorities over the past six months and is the first of twice yearly reports to this Committee, with reports being submitted to Scrutiny Committees at their May and November meetings from now on. A complete list of all my activities on behalf of the Council can be found in my public service contract

2. Leader of the Council - Portfolio

- 2.1 As Leader of the Council , my portfolio consists of overall policy co-ordination, economic development, external relationships, support on regeneration (North Manchester and City Centre), legal services, and the digital economy (business development). In addition, in the agreed Executive Priorities 2016 – 2020, I have as priorities the north/south divide (locally and nationally), personal relationship with Manchester Residents (Our Manchester) and Devolution (ensuring it delivers for residents).

3. Activity over the Past Six Months

- 3.1 The most important area of activity over the past six months has been leading the Executive through the process to set a three year budget 2017 – 2020. As well as meetings with Executive Members, this also entails regular meetings with the City Treasurer, Executive Member for Finance and other Senior officers. A first meeting has taken place with the Trade Union Forum to discuss the overall approach to the budget.
- 3.2 Perhaps almost as important is the appointment of a new Chief Executive. Having established the job role and person specification, I have with Councillor Flanagan appointed Penna as recruitment consultants following a competitive process. As well as Charing the appointment panel I have had

- around a dozen lengthy phone calls or face-to-face meetings with potential candidates and have maintained regular dialogue with the lead recruitment consultant. Arrangements have been put in place for stakeholder involvement in the recruitment process, including non- Executive Councillors.
- 3.3 Following the adoption of the Our Manchester Strategy, the Manchester Leaders' Forum has been renamed the Our Manchester Forum and its membership is being reviewed, including the appointment of new independent members. A framework has been put together to allocate lead responsibility for all the 'we wills' in the strategy and the performance framework has been finalised. This year's State of the City Report sees the transfer of performance monitoring from the old to new framework.
 - 3.4 In terms of Our Manchester, as well as attending two training workshops, I have given the introduction at a number of others which have included members, officers, and partner organisations amongst the participants. I have taken part in question and answers at all the Staff Listening in Action sessions held so far. I have regular meetings with the political and officer leads, Councillor Sue Murphy and Sara Todd, to review progress.
 - 3.5 The Health and Social Care integration and devolution agenda has had a number of major developments formally approved through the Health and Wellbeing Board but brokered through many other meetings. The three pillars of the Manchester locality plan are crystallising in a single accredited care organisation for the provision of out-of-hospital care, a single clinical commissioning group in a formal partnership with the City Council to provide a single commissioning function, and agreement to establish a single hospital trust for the city containing all three general hospitals.
 - 3.6 At Greater Manchester level, as well as being Vice-Chair of the Combined Authority (CA), I have specific responsibility for economic policy and for Rail North / Transport for the North. My economic responsibilities include being Deputy Chair of the Manchester Growth Company Board, which is still in the process of assimilating a number of previously free-standing companies into the new group structure. The CA is reviewing and revising the Greater Manchester Strategy underpinned by some "Deep Dive" research carried out by New Economy with the aim of maintaining the growth and jobs priority but with a bigger emphasis on inclusivity. Responding to the Brexit vote and subsequent impacts has also been a priority.
 - 3.7 I am a member of the CA's Transition Task Force, which has overseen the preparation of the various parliamentary orders required to give the devolution deal full effect, and the changes to the CA required to deliver the deal. I am a member of the newly formed Resources Committee which is also the appointments panel for the CA Chief Executive.
 - 3.8 I Chair the Association of Northern Rail Partnership Authorities (ANRPA) which is the parent body of Rail North and appoints local transport authority representatives to the Transport for the North Partnership (TfN) Board. Association meetings receive regular reports from Transpennine Express and

- Northern Rail on the progress of the new rail franchises. TfN is leading on developing major pan-northern transport schemes underpinned by the northern independent economic review. TfN is moving towards becoming a statutory body at which point TfN will merge into ANRPA which will be the accountable body for both Rail North & the TfN Partnership Board. I maintain regular dialogue with the Chair of HS2 and we were actively consulted regarding the proposed new alignment into Piccadilly Station.
- 3.9 I have initiated a number of service reviews. That of our highways function has led to the re-creation of a Highways Department led by a Director of Highways. A review of HR & OD, management, and lean systems is leading to a new people strategy being developed. This is in part to respond to operational issues but also to what staff told us in the 'Bheard' survey. With Councillor Flanagan, I have also initiated a review of special grade posts, the outcome of which will go to Personnel and Council in December.
- 3.10 I have also initiated a wide-ranging review of city centre management which is due to report in December.
- 3.11 I represent the Council on the board of Manchester Airport Holdings Ltd, the main board of Manchester Airport Group. The Group is taking through a plan for major changes to Manchester Airport to bring apron & terminal capacity both up to the capacity of the runway and to the quality passengers now expect. An important role for me is ensuring we maintain a good working relationship with IFM, our equity partner. MAG has also carried out a governance review although this has not led to any major changes. I have also been involved in the appointment of two new non-Executive Directors to the board.
- 3.12 City Centre Regeneration and Strategic Development merit a report in their own right and I meet each of the Strategic Director (Development) and Head of City Centre Regeneration once a month to review progress but I will stick to a few headlines. The City Centre Infrastructure Group has continued meeting regularly and has slightly extended it's remit to look at cycling and bus schemes feeding into the city centre, and proposals to increase capacity around the Regent Road / Water Street junction. I and the Chief Executive are meeting regularly with our Salford counterparts to discuss regional centre issues.
- 3.13 Major development discussions I have been involved in include Northern Gateway, the Factory, the BBC site and First Street. I also represent the Council on the board of Manchester Life. A company structure for the Sharp Project, the Space Project, and One Central Park has now been established under the name of Manchester Creative Digital Assets Ltd. I have been very involved in our Smart City work, including the establishment of City Verve, our internet of things Innovation UK funded demonstrator project.
- 3.14 In July I stood down as Chair of Core Cities (UK) having initiated the Inclusive Growth Commission and the Core City work on whole place leadership. Manchester continues to have the policy and research portfolio in

the Core Cities Cabinet. I continue to Chair the LGA's City Regions Board, a co-sponsor of the Inclusive Growth Commission and leading for the LGA on city policy, devolution, employment and skills, and English governance post – Brexit. As well as being an ex –officio on the LGA Executive I also sit on the Business Rates Localisation Task and Finish Group.

- 3.15 I hold monthly one-to-one meetings with each member of the Executive, at which amongst other things is an opportunity to talk about key service delivery issues in their portfolios. These are supplemented by numerous ad hoc meetings. I also have a regular meeting with the Chair of the Children's Services Improvement Board to discuss her report to Ministers.

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee - 7 December 2016

Subject: Delivering the Our Manchester Strategy:

Report of: Deputy Leader of the Council (Housing and Regeneration)

Summary

This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester strategy for those areas within the portfolio of the Deputy Leader of the Council (Housing and Regeneration)

Recommendations

The Committee is asked to note and comment on the report.

Contact:

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1. Introduction

- 1.1 The Our Manchester Strategy was formally adopted by the Council in January 2016 and sets the ambitions for the city for the next ten years, to 2025, for Manchester to be:
- Thriving – creating great jobs and healthy businesses
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- 1.2 Executive Members are collectively and individually responsible for supporting the delivery of the Our Manchester Strategy and for providing political oversight and direction to officers for the better outcomes for Manchester residents. In October, the Executive also published its collective political priorities and those of individual Executive Members, all of which are aligned to the Our Manchester Strategy.
- 1.3 This report sets out how I as the Deputy Leader of the Council (Housing and Regeneration) have sought to deliver these priorities over the past six months and is the first of twice yearly reports to this Committee, with reports being submitted to Scrutiny Committees at their May and November meetings from now on.

2. Deputy Leader of the Council (Housing and Regeneration) - Portfolio

- 2.1 As Deputy Leader of the Council (Housing and Regeneration), my portfolio includes oversight of the Council's Housing strategy and its links to business, employment and regeneration, and the coordination of our strategies to improve the beneficial impact of economic growth on Manchester households. I also have responsibility for the overall coordination of the Council's communications, particularly in support of the Our Manchester strategy, and to ensure residents have effective access to council services.
- 2.2 I have as priorities the provision of affordable housing in Manchester, and improving access to jobs and opportunities for skills improvements for Manchester residents.
- 2.3 In addition to these portfolio items I have the lead responsibility for the Town Hall refurbishment project, where a key priority is the creation of social value through the employment of local people in the work to be done over the next six years.

3. Progress and Outcomes May- November 2016

- 3.1 Members of the Council are all fully aware that the substantial increase in the city's population, which results from continued economic growth and cultural attractiveness, brings with it a requirement for the building of many new homes.

However, Manchester residents include many who are not yet getting the benefit of the economic growth, and poverty is still a challenge for many households. Improving access to affordable housing for those surviving below the average income for the city is a political priority for the Executive.

- 3.2 Working through the Strategic Housing Board, which has membership from the Council and from its partners in housing and the economy, and through direct work with council officers and housing providers, I have spent the last six months on a bottom up review of our approach to affordable housing in the city, and a number of key strategic announcements will be made in coming weeks. Overall the aim of these new strategies will be to deliver a substantial proportion of all new homes as affordable to lower income households.
- 3.3 Since 2010 the UK government, for the first time in over a century, has refused to provide funding for new social housing. In fact, in my view, government policies threaten to dramatically reduce the very viability of social housing. Manchester has a strong partnership between the Council and the providers of social housing, and I have been working with that partnership to explore the options to counter this threat. So far we have a growing commitment to maintain the current number at 68,000 homes, but we need to press for the funding for a modest extension beyond this.
- 3.4 The private rented sector has grown dramatically in the past decade, and poses a number of challenges around the quality of the homes provided by some landlords, the poor security provided by short-term tenancies, and the use of fees and deposits which for some represent significant barriers. I have worked with councillors in areas where these problems are most prevalent, and we are now rolling out landlord licensing schemes in four communities (ably led for the past six months by Councillor Bridges in his role as Assistant Executive Member), and are slowly improving our ability to challenge poor landlords across the city. I am hopeful that in the next six months we will see the establishment of at least one social lettings agency, which would act for private landlords to let and maintain their properties, but which would adopt the social mission towards tenants of a social housing provider.
- 3.5 Homelessness is a growing but very complex problem in our city (as it is throughout the country). I have worked closely with Councillor Paul Andrews on our strategic response to the problem, to make sure that social landlords play an effective role, particularly making sure they understand the need to make housing available to people making the difficult transition back from homelessness. I'm pleased to say that all of our stock transfer partners are on board with this now. The most common immediate cause of homelessness in our city is eviction from private rented accommodation. I am working to focus attention on preventative measures, because it is much more difficult and very much more expensive to support people after they have been evicted.
- 3.6 I have been working with Council officers to develop a renewed strategy for specialist purpose built housing. We have a number of extra-care housing developments for older people under development across the city, and we are exploring the options for shared accommodation to meet the needs of younger

- people hit by the under-35 restrictions on housing benefit introduced by the coalition government.
- 3.7 I attend meetings of the Manchester Strategic Housing Partnership, and the GM Planning and Housing Commission, where I work to shift agendas onto the pressing priorities I have outlined here. I think I am having some success, but there is more work needed.
- 3.8 The determined work of the Scrutiny sub-group on District Centres has raised a number of issues around our strategic assumptions. It has convinced me that a thorough review of those assumptions is needed, and I am working to put that review in place following the conclusion of the sub-group's work in the new year.
- 3.9 If Manchester residents are to get more benefit from strengthened economy of the city, they need to be able to improve their skills and their ability to get the good jobs. I believe that unfortunately, we have a government which does not share this view, and has steadily cut funding for skills training almost to nothing. Our FE colleges have been forced into dramatic downsizing and the recent Area Based Review of further education colleges was driven by the demand that there be fewer colleges. I set out to voice the needs of Manchester in the review, despite the government requirement that a review affecting all ten GM authorities could have only one political member in the 'steering group' of over 60 people, which, despite regular reports to Leaders and the CA, inevitably limited the extent to which districts via their Executive and Cabinet Members could contribute to and shape the process. Nevertheless, working with the team from the Manchester College, and meeting with the leader of Trafford, I made some contributions and sought to influence the outcomes of the review on behalf of the city as much as I could within the constraints of the review process. I believe that there is a risk that the outcomes of the Area Based Review will do nothing to improve FE provision in Manchester, but at least they won't make it worse.
- 3.10 Our own service, the Manchester Adult Education Service (MAES) continues to provide access to vocational skills for many local people, and I have been working with the officers to strengthen it. Funding is critically reduced, but we are determined to maintain the practical delivery of key elements of skill need. Of particular importance here is the provision of ESOL training. I have led the establishment of a governing body for MAES. It has had its first meeting and a second councillor member is being recruited.
- 4.0 Following the appointment of a new Head of Strategic Communications I have worked with her to restructure the team and its approach to our communication strategy. The effectiveness of this has been seen in the quality of messaging around the Our Manchester strategy and the current budget consultations.
- 4.1 I chair the steering group for the Town Hall project. Announcements in the past six months about the proposed refurbishment of the Town Hall are the outcome of several years of preparatory work, which I have led for most of the past eight years. This is perhaps the most demanding of my current roles, since the building is important, the activities which it accommodates are crucial to the future of the city, and the cost is so high. I have tried to keep a balance between

the urge to properly restore one of the most important heritage buildings in the country, and the equal urge to do so at minimal cost to the residents of our city. Making sure that Mancunians understand what is intended and how it will be funded has been a large part of my work on this project, and I have met with the press more than on any other aspect of my work as a member of the Executive.