

**Manchester Health and Wellbeing Board
Report for Resolution**

Report to: Manchester Health and Wellbeing Board – 16 September 2015
Subject: Manchester Strategy 2015 - 2025
Report of: Deputy Chief Executive (Growth and Neighbourhoods)

Summary

The report sets out the context for the revised Manchester Strategy which is currently subject to public consultation. This will replace the Manchester Partnership’s existing Community Strategy, which comes to an end in 2015. The Strategy will provide the overarching framework and priorities for action by the City Council and partners from all sectors over the next 10 years.

Recommendations

The Board is asked to comment on the draft strategy and the extent to which it supports sustained improvement in the health and wellbeing of Manchester residents.

Board Priority(s) Addressed:

Health and Wellbeing Strategy priority	Summary of contribution to the strategy
Getting the youngest people in our communities off to the best start	The draft Manchester Strategy calls for a radical overhaul of the early years system, support for families with complex dependency to ensure their children arrive at school ready to learn and calls into focus the wider role of schools to instil confidence and ambition in our young people.
Educating, informing and involving the community in improving their own health and wellbeing	An aim of the draft Manchester Strategy is to continue to work with the voluntary and community sector to find new ways of reaching those communities who remain untouched by Manchester’s success, thereby creating resilient and vibrant communities of people.
Moving more health provision into the community	Using new devolved powers over health and social care, the draft Manchester Strategy highlights the opportunity to bring together health providers, the local authority and the voluntary sector to find new solutions to the specific problems Manchester faces.

Providing the best treatment we can to people in the right place at the right time	The draft Manchester Strategy raises the need for a renewed focus on preventing problems occurring by ensuring people can access the help they need early and are better equipped to take care of themselves.
Turning round the lives of troubled families	The draft Manchester Strategy calls for the use of devolved powers to extend the reach of Manchester's complex dependency programme, building on the approach pioneered through the Troubled Families work.
Improving people's mental health and wellbeing	The draft Manchester Strategy highlights the importance of sustained employment in improving the mental and physical health of residents.
Bringing people into employment and leading productive lives	The Manchester Strategy aims to better connect our skills and education system with employers in the city, so that skills, training and apprenticeships clearly relate to the city's growth sectors, creating a pipeline of employable people with the necessary qualifications to succeed.
Enabling older people to keep well and live independently in their community	The draft Manchester Strategy highlights the success of the Age-friendly programme which supports older people to live healthy and active lives, and to live independently for longer. An objective for the next 10 years is to continue to be recognised as a pioneering Age-friendly city.

Lead board member: Sir Richard Leese

Contact Officers:

Name: Sara Todd
Position: Deputy Chief Executive
(Growth and Neighbourhoods)
Telephone: 0161 234 3286
E-mail: s.todd@manchester.gov.uk

Name: Jessica Bowles
Position: Head of Policy, Partnerships
and Research
Telephone: 0161 234 4412
E-mail: j.bowles@manchester.gov.uk

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.

- The Manchester Way – Manchester's Community Strategy 2006 - 2015
- Manchester's Community Strategy Refresh 2012 – 2015 (Strategic Narrative)

- Manchester Partnership - Review of the Manchester Board, Report to the Executive, 18 December 2013
- Manchester Strategy Presentation – Presentation to Manchester Health and Wellbeing Board, 28 January 2015

1. Introduction

- 1.1 In January 2015, the Health and Wellbeing Board considered a presentation on the emerging themes for a new Manchester Strategy to replace the Manchester Partnership's existing Community Strategy that covered the period 2006 – 2015.
- 1.2 Manchester's Community Strategy was developed to provide a shared vision for Manchester and a framework for action to deliver the city's goals. The Community Strategy originally had a legislative basis and provided the context for Manchester's Local Area Agreement with government. Progress on the delivery of the Community Strategy is overseen by the Manchester Partnership.
- 1.2 Since 2006, the context in which the city is operating has changed substantially. Manchester was the fastest growing city in the country in the period before the last Census, and much of this growth has been driven by increases in working people and their young families. Whilst Manchester's economy has been resilient during the economic downturn, the current economic and fiscal environment presents significant challenges for Manchester and as a city we have recognised the need to focus our efforts both on investment in growth and reducing dependency through early intervention and integrated delivery and commissioning. Governance and partnership arrangements have also evolved, in particular at a city region level with the establishment of the Greater Manchester Combined Authority, the appointment of an interim GM Mayor and Local Enterprise Partnership.
- 1.3 To reflect this changed context, the Manchester Partnership refreshed the Community Strategy in 2012 with the Strategic Narrative, realigning the city's priorities under the themes of growth, people and place. Over the last year work has been taking place, under the direction of the Manchester Leaders' Forum, to produce a new Strategy that provides a refreshed vision for the city and a framework to guide progress over the coming ten years.

2. Developing the Strategy through the Manchester Partnership and Manchester Leaders' Forum

- 2.1 The new Manchester Strategy has been developed through the Manchester Partnership's structures. The partnership brings together public, private and third sector organisations across the city to deliver on Manchester's shared priorities.
- 2.2 Partnership working remains essential to the delivery of our priorities for the city, but the nature of these arrangements has changed considerably over the last few years. The city has always arranged partnership working according to our local needs and moves by Government away from a statutory framework with national targets has given us further room for flexibility. The nature of partnership working has also moved on from coming together to agree shared priorities towards ensuring that the right mechanisms are in place to ensure their delivery.

- 2.3 During 2013 the Manchester Partnership undertook a review of its strategic governance arrangements. As a result of this review the former Manchester Board was disestablished and replaced with a new Manchester Leaders' Forum.
- 2.4 The Manchester Leaders' Forum was established to respond to the changed context in which the Manchester Partnership operates. It comprises 42 members who are leaders in their fields from across the city, and who represent public, private and third sector partnerships and networks in both Manchester and Greater Manchester. The Health and Wellbeing board is represented on the Manchester Leaders forum by several members. The full membership is attached at Appendix 2.
- 2.5 The purpose of the Leaders' Forum is to provide strategic leadership for the wider partnership on the delivery of the city's priorities of growth, people and place. This model enables the Manchester Partnership to draw on the leadership and expertise of the city's leaders in a more flexible way, and facilitates transparency of dialogue and decision-making by enabling members to act as ambassadors for the city and its strategic priorities among their networks.
- 2.6 Over the last year the Leaders' Forum has played a crucial role in providing strategic direction to the wider partnership on the development of the Manchester Strategy and in engaging the wider city in a debate about Manchester's future vision. The Leaders' Forum has met three times during the last year, in November, March and July. In addition a number of discussion sessions were held to develop the more detailed content and framework for the Manchester Strategy. These discussion sessions focussed on the following themes:
- **Sustainable growth for Manchester** (Manchester's role as the largest and fastest growing economy outside London and potential for future sustainable growth);
 - **Living city** (How patterns of living in the city will change over the next ten years); and
 - **Unlocking community potential** (Enabling residents to live healthy, happy, fulfilled lives by unlocking the potential of our communities).

3. Manchester Strategy 2015 - 2025

- 3.1 As set out above the context for the new Manchester Strategy is substantially different from the situation that existed at the time the previous Community Strategy was developed. The city now has the flexibility to determine a framework for setting and monitoring shared goals to suit local needs without a statutory framework.
- 3.2 The updated draft Manchester Strategy (copy attached at appendix 1) picks up issues of importance as raised by the Health and Wellbeing board at the meeting in January 2015, in particular; worklessness, low skills, poor mental or physical health, and poorly paid or insecure employment or housing. The

Strategy recognises the need to address these issues in tandem as these factors often combine to make life extremely difficult for many residents placing heavy demands on public services.

- 3.3 The updated draft Manchester Strategy was influenced by the Greater Manchester Strategy, which was refreshed in 2013. The Greater Manchester Strategy sets out a vision for 2020 of a new model for sustainable economic growth based around a more connected, talented and greener city region, where all residents are healthier and are able to contribute to and benefit from sustained prosperity and a good quality of life. To achieve this ambition the strategy sets out a programme of action based on reforming public services and driving sustainable economic growth.
- 3.4 The Strategy is also influenced by the recent Government announcements regarding the establishment of a Northern Powerhouse. A key objective of the initiative is to enable the economies of the cities of the North of England to develop and deliver higher levels of productivity, thereby enabling them to provide a more effective counterbalance to the economy of London and the South East. Manchester will have a pivotal role to play if this objective is to be achieved and the Strategy seeks to provide a framework through which the city's growth is harnessed for the benefit of all.
- 3.5 There are already strong synergies between these Greater Manchester and national priorities and the themes of growth, people and place set out within Manchester's refreshed Community Strategy 2012-15. The updated strategy therefore looks to build on the city's vision of Manchester as a world class city as competitive as the best international cities.
- 3.6 The draft Manchester Strategy sets a long term vision for Manchester's future and describes how we will achieve it. It provides a framework for actions by partners working across Manchester, in public sector organisations, businesses and the voluntary sectors and in communities. All of these organisations have a role to play in making Manchester the best it can be.
- 3.7 The Strategy contains an overarching vision for the city as set out below:

Our vision is for Manchester in 2025 to be in the top flight of world class cities:

- with a competitive, dynamic and sustainable economy that draws on our distinctive strengths in science, advanced manufacturing, culture, creative and digital business, cultivating and encouraging new ideas
- with highly skilled, enterprising and industrious people
- that is connected, internationally and within the UK
- that plays its full part in limiting the impacts of climate change
- where residents from all backgrounds feel safe, can aspire, succeed and live well
- that is clean, attractive, culturally rich, outward looking and welcoming

- 3.8 The document is then structured under five key themes, namely:

- A thriving and sustainable city
- A highly skilled city
- A progressive and equitable city
- A liveable and low carbon city
- A connected city

3.9 Under each theme a series of actions is proposed together with measures of success through which it is intended to monitor progress in achieving the aims and objectives of the document.

4. Next steps

4.1 The Board is asked to consider and comment on the draft Manchester Strategy. An amended final version of the Strategy will then be developed once all comments received during the public consultation period have been considered and an implementation plan developed. The revised final version of the Strategy will then be endorsed by the Manchester Partnership and submitted to Finance Scrutiny Committee and the Executive before being formally approved by full Council in January 2016 on the recommendation of the Executive.