
**Manchester City Council
Report for Resolution**

Report to: Resources and Governance Scrutiny Committee – 13 October 2016

Subject: Budget Process 2017-2020: Update and Next Steps

Report of: The City Treasurer

Summary

To provide an overview of budget process to date and next steps, including details of the Budget Conversation which closed on 16 September.

Recommendations

The Committee is asked to:

1. Note and comment on the activity, engagement and feedback received as part of the Budget Conversation
 2. Note and comment on the next phase of the process, including the second phase of Budget consultation proposals and next steps
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Wards Affected: All

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Background documents (available for public inspection):

None

1. Introduction

- 1.1 This report provides details of the council's approach to the budget consultation and setting process for 2017/18-2019/20. It also sets out the latest financial position, details of the feedback and engagement received as part of the budget conversation which ended on 16 September, an updated budget timeline and next steps.

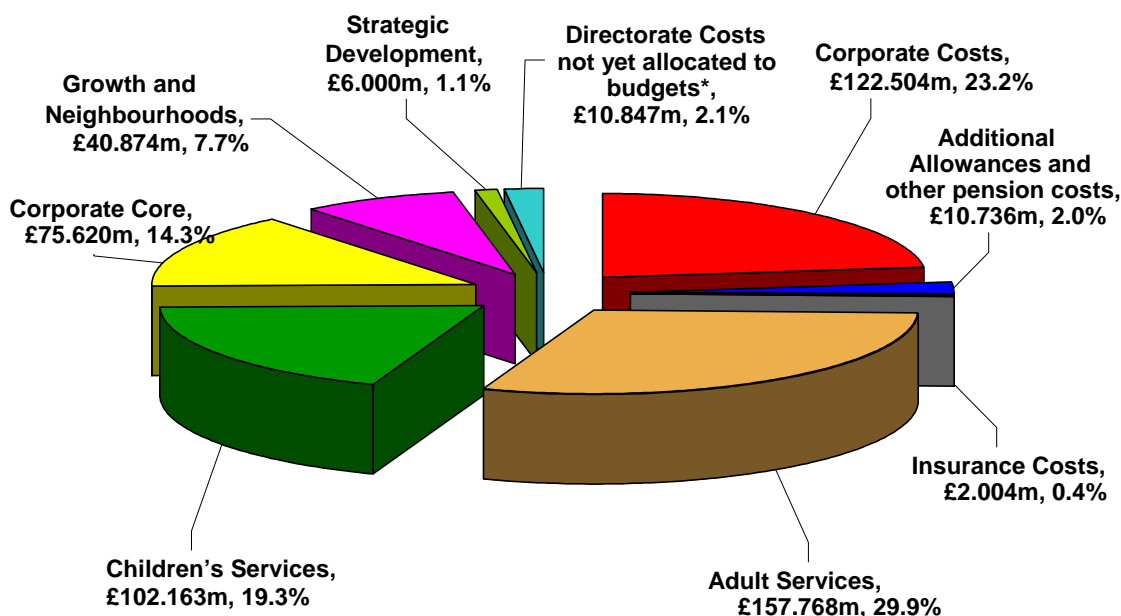
2. Background and Context

- 2.1 The priorities for the City and the approach to achieve these are set out in the "Our Manchester" Strategy focussing on making Manchester a City that is:
- 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
- 2.2 Our Manchester is not only our long-term strategy for the city; it is also at the core of how that strategy is delivered. The Our Manchester approach puts people at the centre so people shape the way in which things are done. The principles that underpin the strategy have been developed to fundamentally change the way that services are delivered across the city and a shift in the relationship between the Council and the people of Manchester. This will set the framework for the Council's planning process for the future and how it will continue to work with residents, stakeholders and partners.
- 2.3 To deliver the changed relationships, alongside the ambition for the City, will require a different approach, including how decisions about the planning and allocation of resources are made. Consequently, the budget process for 2017/18-2019-20 has been designed differently to ensure that all stakeholders – residents, businesses, visitors, partners and staff – have the opportunity to tell the Council about what their priorities are for the City and what they think about the budget options and proposals which will be developed over the next five months before the budget is set in 2017.

3. Financial Context

- 3.1 In 2016/17 the City Council has net budget requirement of £528.5m. This supports a number of service areas and responsibilities, as illustrated in the chart below:

Chart 1: Net Budget Allocation 2016/17 (figures in £m)



* Directorate Costs not yet allocated to budgets represents approved funding set aside during the 2016/17 budget process for growth and activity related pressures eg non-pay inflation. Allocation to Directorates takes place during the year as and when required.

- 3.2 In determining the allocation of resources to priorities the “Our Manchester” Strategy will be the cornerstone of the Council’s planning process. It will set out how the Council can achieve its objectives, working with residents, stakeholders and partners.
- 3.3 To assess the resources available to the City Council in future years, the starting point has been the provisional four-year settlement figures (2016/17 to 2019/20) which were issued by Government as part of the 2016/17 Finance Settlement. The Government has made the offer of a four-year settlement for individual local authorities subject to the publication of an efficiency plan.
- 3.4 This report sets out briefly the financial considerations and current forecast position for the period to 2019/20 based on the best information available at this present time. It also sets out the findings of the recent budget conversation held with the residents of Manchester which are informing the strategic plans for the City.

The Efficiency Plan and Multi Year Financial Settlement

- 3.5 The Government will offer any council that wishes to take it up, a four-year funding settlement to 2019/20, making a commitment to provide minimum allocations for each year of the Spending Review period. This is subject to councils choosing to accept the offer and publishing an efficiency plan by 5pm on 14 October 2016. A yearly settlement process will continue to apply for those councils that choose not to accept the offer, or do not qualify. The sums currently included in the multi-year settlement offer that apply to Manchester

- are the Revenue Support Grant (RSG) and Business Rates including tariff and top up payments.
- 3.6 The Government is clear that the production of an efficiency plan should be as simple and as straightforward as possible. The plan must cover the four year period (2016/17 to 2019/20) and be open and transparent about the benefits this brings and show how greater certainty can create the conditions for further savings.
- 3.7 The Government's commitment to the multi-year settlement was reiterated in the technical consultation document "Local Government Finance Settlement for 2017/18" released by DCLG on 15 September 2016. The consultation seeks views on further expanding the proposal with the intention to give local councils, who are committed to reform, the opportunity for more security over more of their funding which could potentially be achieved by including more grants in the offer.
- 3.8 Whilst the Council's budget process should not be driven by a central government requirement to produce an efficiency plan, the decision was made in July to submit an efficiency plan and accept the four-year financial settlement offer. The development of the longer term medium term financial plan will bring a degree of stability to financial planning that has been lacking with the previous short term financial settlements. The suite of budget reports and a covering report will therefore be published as part of the Executive reports and will form the efficiency plan submission.
- 3.9 However, it remains that there will be continuing cuts in public funding and difficult decisions will be required about how the Council spends its available resources. Key to this, and fundamental to the Our Manchester approach, is that such decisions are informed by listening to local people, businesses and partners about what is important to them. A crucial part of this process is the budget conversation which was launched on 21 July 2016 and has enabled the Council to consider what matters to people when developing its strategies and putting forward plans for the future. This report considers the responses from this conversation and how they are informing the budget process.

The Budget Position 2016/17 to 2019/20

- 3.10 Officers are currently drawing up a medium term financial strategy for the City Council covering the period to 2019/20. This, as part of the full suite of budget reports, will form the Council's efficiency plan submission. The budget for 2016/17 has previously been approved by Council and a report to Executive in July highlighted a potential budget gap ranging from £45m to £75m for the remaining three-year period 2017/18 to 2019/20. The need for such a range in the assessment of the funding gap was due to uncertainty around elements of available resources and the need to address pressures and priorities. Officers committed to develop options to close that gap and these which will form part of the draft Medium Term Financial Strategy presented to Executive in October.

- 3.11 The budget position still remains uncertain with a budget gap of between £40m and £75m forecast by the end of the three year period to 2019/20. The Medium Term Financial Plan has been prepared on the basis of the best estimate at this point in time and based on a number of assumptions, is a savings requirement of around £60m for the period 2017/18 to 2019/20. The final position will be subject to confirmation of Government funding and overall revenues available to Council. It is anticipated that the Autumn Statement, expected in November, could provide further details prior to the announcement of the Finance Settlement later in the year.
- 3.12 This current forecast position assumes the full year effect of savings agreed for 2016/17 are delivered and these are included within the figures below. The total additional full year effect of savings included for 2017/18 are £3.326m with a further £1.864m in 2018/19. The overall financial position is summarised in the table below.

**Table 1: Resources Requirements against Resources Available
2016/17 to 2019/20**

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Resources Available				
Revenue Support Grant	113,768	90,151	73,740	57,041
Business Rates	168,655	170,357	177,143	184,766
Council Tax	136,617	140,681	147,716	157,450
Public Health Funding and Non-Ringfenced Grants	78,128	76,728	81,085	89,066
Dividends and Use of Reserves	31,348	31,337	29,337	29,337
Total Resources Available	528,516	509,254	509,021	517,660
Resources Required				
<i>Corporate Costs:</i>				
Levies/Charges, Contingency and Capital Financing	122,504	127,557	130,404	131,394
<i>Directorate Costs:</i>				
Directorate Budgets (Including 2016/17 pressures yet to be allocated)	393,272	386,119	384,740	384,740
Budgets to be allocated (including inflationary pressures)	0	18,477	35,964	49,106
Other Costs, includes additional allowances and other pension costs, and insurance	12,740	12,540	12,440	12,440
Total Resources Required	528,516	544,693	563,548	577,680
Budget Gap/Total Savings Required	0	35,439	54,527	60,020
In Year Savings required	0	35,439	19,088	5,493

Meeting the Budget Gap

- 3.13 Since July, Officers within each Directorate have developed a range of savings options to meet the budget gap, which include efficiencies and improvement proposals as well as savings which can only be achieved through service reductions. The development of these options has been informed by regular updates on feedback the Council received as part of the budget conversation from the end of July onwards.
- 3.14 The efficient utilisation of general resources gives a savings requirement which is estimated to be in the region of £55m to £60m. The options put forward by each Directorate total c£58m.
- 3.15 These savings are in addition to the £5.2m full year effect of savings put forward as part of the 2016/17 budget process which are already included in the base budget position.
- 3.16 There will continue to be an ongoing review of how the resources available are utilised to support the financial position to best effect. This will include the use of reserves and dividends, consideration of the updated Council Tax and Business Rates position, the financing of capital investment and the availability and application of grants.

4. Budget Process – Timetable and Next Steps

- 4.1 At its meeting on 18 October, the Executive will receive details of the current financial position, savings options for each directorate, the approach to capital spend and details of the outcome of the Budget Conversation process. This will include recommendations that the budget options prepared by Officers are to be subject to consultation with residents, business and all other stakeholders, starting on 3 November.
- 4.2 Scrutiny Committees have a critical role to play to oversee the consultation process: to scrutinise and review the budget options put forward by officers and to make recommendations to the Executive on the options they believe should be taken forward to deliver the savings required. Details of the overall financial position and the relevant directorate budget reports will be submitted to all six Scrutiny Committees for consideration at their November meetings.
- 4.3 The next phase of the budget consultation will run between 3 November and 15 December. Comments and feedback received from residents, partners and other stakeholders alongside the recommendations made by Scrutiny Committees will be reviewed and assessed. A further analysis of the Council's financial position will be undertaken after the government's Autumn Statement and publication of the local government financial settlement (normally received in mid to late December). This alongside work, including that to determine the councils business rates and council tax base, will provide clarity on the resources available and savings the Council needs to achieve over the three year budget period.

- 4.4 The Executive will consider the latest financial position and agree its final draft budget proposals at the meeting on 11 January to form a draft budget. Feedback on these proposals will be captured through the budget consultation process and they will also be scrutinised by the six Overview and Scrutiny Committees. The recommendations from the Scrutiny meetings will be submitted to Executive when it agrees final budget proposals on 8 February. The Resources and Governance Overview and Scrutiny Committee will then consider the results of the budget consultation on 20 February before Council sets the budget on 3 March.

Date	Milestone
11-13 October	Scrutiny Committees consider outcome of the Budget Conversation and the next stages in the budget process
18 October	The Executive meets to agree the next phase of the consultation process on budget options prepared by officers
3 November	General Budget Consultation Commences
8-10 November	Scrutiny Committees scrutinise budget options and make recommendations to the Executive
November/December	Autumn Statement and publication of local government settlement
11 January	Executive agrees final draft budget proposals taking into account feedback and comments received from the Budget Consultation to date and recommendations made by Scrutiny Committees in November.
31 January – 2 February	Scrutiny Committees scrutinise the Executive's Budget proposals and make recommendations to the Executive's budget meeting
8 February	Executive agrees final budget proposals
10 February	General Budget Consultation Closes
20 February	Resources and Governance Budget Scrutiny Meeting to consider final outcomes of the budget consultation
3 March	Council sets the budget for 2017/18 – 2019/20

5. Budget Consultation

- 5.1 The objective of the budget consultation process is to set the tone for the Council's new way of working and provides the opportunity to have a fuller conversation with all stakeholders so that they are truly part of the budget setting process; using the three-year budget strategy as opportunity to focus on helping people and communities to connect growth.
- 5.2 In setting a three year budget there is also a clear requirement for the communication and engagement approach, and the number of people engaged, to grow in line with the scale of the decisions being made.
- 5.3 The core stakeholders include:
- Staff

- Manchester residents
- Manchester businesses
- Our partners – across the public, private, and voluntary and community sector

5.4 To reflect this approach communication and engagement activity has been designed around the following principles:

- **Be strengths-based** - offering tools that allow all stakeholders to tell the Council not just what they value but also what they can offer, in terms of ideas and help in meeting the challenges and opportunities ahead. This is one of the first opportunities to have a more empowering and enabling conversation with residents.
- **Be open and honest** – providing proactive information that outlines the challenge, the process and the options in a clear and timely fashion
- **Be collaborative** – use expertise, channels and ambassadors from partners, stakeholders and local businesses
- **Be representative** – engage and gather views that reflect the make-up of the city. This will ensure that our equality duty is met and that channels and content are created and used that ensure that anyone who wants to participate in the process can.
- **Be people focused** – with materials developed in a tone and language that our stakeholders will understand and that will encourage them to get involved
- **Provide sufficient time to allow true engagement** –the proposal this year aims to increase the period of engagement from 4 weeks to a total of 30 weeks over two phases
- **Be digital** – understanding that the majority of stakeholders want to engage online and providing the appropriate tools to do that.

5.5 As the Council is setting a three year budget, the budget consultation activity and engagement will take place over a longer period in three phases:

Phase 1	21 July – 16 September	Budget Conversation
Phase 2	3 November – 10 February	Budget Consultation: Early November to Early January: have your say on budget options Early January to Early February: have your say on budget proposals Any statutory consultations will also commence on 3 November
Phase 3	3 March onwards	You said, we're doing...explaining the outcomes and impact of the consultation process, reflecting back on what we hear

Phase 1: The Budget Conversation

5.6 The first phase of the Council's budget conversation took place over eight weeks between Thursday 21 July and Friday 16 September. As part of an Our Manchester approach, the conversation asked residents and businesses about the services and places they valued and used in the city and asked how they and their communities could contribute.

5.7 Opinions and thoughts were gathered using:

- An online questionnaire supported by web content and a budget blog
- A social media campaign across a range of channels using a mix of organic, boosted and paid-for targeted posts
- A series of face to face engagement sessions designed to gather views of residents for user-generated social media and blog posts
- A printed questionnaire using a typologies approach to target 950 people in an underrepresented area in the north of the city (Blackley) with a high proportion of older residents (who were less likely to engage with digital approaches)
- Staff briefings and intranet content including an online ideas forum

5.8 All respondents that have left their contact details and asked to be kept informed and will be directly contacted to inform them about the outcomes and to encourage them to participate in phase two. Alongside this the website will be updated an e-bulletin sent and press release and social media messages issued thanking people for their contribution and directing them to the website for further information.

Methodology and responses

5.9 Activity was primarily digital with conversations taking place via an online questionnaire and blog hosted on the Council's website (www.manchester.gov.uk/budget) and via social media. This was promoted using offline channels including media coverage and limited print, including posters in key council locations such as libraries. Stakeholders were signposted to a range of online content including:

- An overview of the budget setting and budget engagement processes
- Summaries of where the Council's budget comes from and how it is currently spent
- A budget blog containing written and video blog entries from Executive Members and user-generated comments and feedback
- Budget animation, explaining the different – Our Manchester - approach taken for this year's budget
- Engaging and thought provoking user generated content in social media
- Face to face engagements in under-represented areas of the city or cohorts of residents
- Talking head films from Executive Members, the Leader and Chief Executive.

- 5.10 Throughout the eight week conversation 15,132 unique visitors were driven to the budget web content and online questionnaire. The most successful channels for driving web traffic were the Council's e-bulletin (sent over 120,000 subscribers), the Council's website and Facebook.
- 5.11 Of these 3,281 visited the budget blog which hosted videos and written pieces from Executive Members and user-generated content from residents and businesses. These posts gathered 13 comments. The comments were broadly driven by the blog content and included feedback about bin collections and recycling, highways, council pay rises, homelessness and begging, street cleanliness and climate change.

Online Questionnaire

- 5.12 The online questionnaire was visited by 4,828 people and completed by 2,023 people a completion rate of 43%. Significant activity took place throughout the life time of the conversation to ensure that the responses received were as representative of the city as possible. The demographic characteristics of the respondents to the online survey were compared to those of the population using 2001 Census data. A higher proportion of respondents were female (58.4%) than the population (51.2%).
- 5.13 The age profile of respondents was more clustered to the middle age bands than the population with young people aged 16-25 and those ages over 75 slightly under-represented. These groups were specifically targeted by a paper questionnaire for the older age range and engaging online content and specific face to face engagement for the younger age range.
- 5.14 By ethnicity those in the white British group were over-represented at 84.0% compared to 74.5% of the population. Those in Mixed: White and Asian, Asian or Asian British: Other Asian, Black or Black British: Other Black were also over-represented whilst those in other ethnic groups were under-represented. To overcome this, social media activity was targeted, where possible to specific groups to encourage participation.
- 5.15 The top three services that respondents 'value' have remained consistent throughout the engagement period, these are; education, people with disabilities and mental health problems and emptying bins, waste disposal and street cleaning. The top three things people value most about their neighbourhood have also remained consistent, they are; peace and safety, good neighbours and cleanliness and tidiness. Other issues people have raised consistently include: transport, community safety and policing and youth and family services.
- 5.16 Many respondents have offered ideas for things they/their communities could do to contribute to improving the city, these include; keeping neighbourhoods clean and litter free, tackling and reporting crime and anti-social behaviour, getting to know and helping neighbours and sharing skills and resources. Although respondents state that they care about health and well-being

services when asked what is important, they are much more likely to offer to volunteer or support their physical environment above health and wellbeing.

Social Media

- 5.17 Throughout the eight week engagement period the conversation was promoted on Facebook, Twitter, LinkedIn and Instagram inviting people to leave their comments and signposting them to the online survey.
- 5.18 Posts included a mix of Council created content (an animated budget overview, blogs and videos by Executive Members) and user generated content (videos and images showing feedback from local residents and businesses). A Twitter Q&A on the topic of waste and recycling led by the Executive Member for Neighbourhoods. This hour alone resulted in over 33k organic impressions (the number of times the content appeared in people's news feeds and over 600 engagements – likes, shares and comments).
- 5.19 Across all social media channels and over the eight week engagement period 114,899 interactions were received (comments, likes, favourites, shares, reactions or video views). Of these 28,396 were from organic, free posts and 86,503 were from paid for or boosted posts on Facebook or LinkedIn.
- 5.20 Facebook was the most successful social channel for driving reactions, comments and shares, followed by Instagram where users shared images of the things they valued in the city and the services and issues they felt were important. LinkedIn drove a significant number of video views (16,666) for the Chief Executive, Leader and the animation, driving business stakeholders to the web content and survey.
- 5.21 In general feedback from social media was more driven by the topic of the original post or by other news / issues happening during that time period for example changes to bins, comments about street cleaning and Council salaries.
- 5.22 Facebook - In total 337 people commented on budget conversation posts to Facebook 227 of these comments were directly linked to the budget conversation and covered a wide range of topics. The table below shows the most mentioned topics and issues throughout the conversation.

Area of response	Responses	%
Consultation with local people	52	20%
Waste collection & street cleaning	43	17%
Council salaries	43	17%
Road maintenance and alterations	34	13%
Parks & green space	23	9%
Homelessness	11	4%
Social care	9	4%
Parking	5	2%
Council tax collection	5	2%
Planning	4	2%

Social services	4	2%
Public transport	3	1%
Immigration	3	1%
Health	3	1%
Policing	2	1%
Education	2	1%
Childcare funding	2	1%
Geographical variations in spend	2	1%
Skills	1	0%
Libraries	1	0%
Social housing	1	0%
Youth services	1	0%
Raising tax	1	0%
Total	255	100%

- 5.23 Twitter - The Council posted 72 times to Twitter during the conversation. These posts were retweeted 249 times and received 99 likes. 201 people clicked through from Twitter to the budget form on the Council's website. Overall, there were approximately 65 replies to the budget conversation content on Twitter. This does not include the Twitter Q&A for waste and recycling.
- 5.24 Responses on Twitter were primarily driven by the original tweets content – for example tweets about specific areas drove responses relating to that area (e.g. Gorton). We also held a Twitter Q&A relating to bins which drove considerably higher numbers of tweets on that issue.
- Waste collection and street cleaning
 - Specific service requests
 - Gorton
 - Consultation with local people
 - Street Cleaning
 - Senior salaries
 - Public toilets
 - Public transport.
- 5.25 Instagram - The Council posted 42 times to Instagram with photo and film led content. These received 3,253 likes, generated 40 comments and the film content was watched 3,466 times. Discussions in Instagram tended to be more positive than other social channels and topics included:
- Litter
 - Parks – especially the city centre
 - Adult social care
 - Castlefield
- 5.26 LinkedIn - Two films were shared on LinkedIn aimed at the business audience with Sir Richard Leese and Sir Howard Bernstein discussing the role businesses can play in the budget conversation and in the future of the city.

- 5.27 The two post were seen 16,666 times, generated 29 clicks through to the main form on the website, and generated one comment: “We need to attract more engineering companies to set up here instead of down south. This is THE place for engineers”

Printed Questionnaires

- 5.28 In order to boost responses from both North Manchester and older residents and to test the effectiveness of a non-digital engagement approach, printed questionnaires were delivered to 950 homes (targeting streets with the highest proportion of residents aged over 65) in Higher Blackley. This approach was designed using the communications typologies research, which understands residents communication preferences. 59 residents completed and returned the printed questionnaires – a response rate of 6.2%.
- 5.29 Respondents to the offline survey were more clustered in the older age bands than those responding to the online survey. They also had a more female bias (60.4% female) and over a quarter stated that they were disabled (versus 14% of the online audience).
- 5.30 Given the differences in the age profiles of the online and offline responses, the responses to the questions have been compared too. Although similar, the offline (and older) audience, place a greater importance on “People with disabilities and mental health problems” over “Education” and more importance on “Keeping neighbourhoods safe and successful” compared to the online audience.

Feedback from staff

- 5.31 A range of internal communication channels were used to signpost staff to the online content and questionnaire. From IP address data we estimate that around 64 of the completed surveys were from Council accounts, however, this will not include staff who used their personal devices to respond.
- 5.32 Staff with access to the intranet were signposted to internal budget content and an online discussion forum to gather their ideas and views. This activity drove 1,084 views of this content over the two weeks it was live. 12 comments were received on the two themes of “Being More Our Manchester” and “Finding Savings”.
- 5.33 In addition to ensure that offline staff had the opportunity to feed into the budget conversation over 500 printed questionnaires were issued via managers. 18 were completed and returned – a response rate of 3.6%.
- 5.34 Key feedback from these staff included:
- Importance of public transport around the city
 - The value of good neighbours and the local community
 - Importance of parks and open spaces
 - Cleanliness and litter

- Youth provision

5.35 Finally, events were also held with staff in directorates and the key feedback from these events included:

- Investment in the environment to make people feel better
- Invest in parks, libraries and culture as they are all important for wellbeing
- Making staff feel valued and ensuring we retain good officers
- Encourage more opportunities for income generation through schemes that will also encourage behaviour change (e.g. litter)
- Investment in behaviour change to reduce the burden on services
- Capital investment to drive savings e.g. invest in roads properly to save money in future years
- Getting more out of people (e.g. developers) who are investing in our city – more investment in schools and infrastructure
- Charging private companies more to use our services (e.g. planning services)
- Continue improvements to staff support, recognition and communication
- Re-look at all commissioned services and looking where there are opportunities to save further money
- Give residents more information about the impact and costs of things to encourage behaviour change
- Strengths / asset-based approach. Educating people to understand what they can do in their communities and considering whether good practice can be shared across different areas.
- Surcharge for (large) businesses that create waste e.g. McDonalds, coffee shops
- Look for opportunities to maximise income of parks and other community facilities and assets.
- Care to be taken that we do not isolate people (particularly the vulnerable) through new ways of working (e.g. assistive technology).

6. Phase 2: Budget Consultation 3 November – 10 February 2017

6.1 Phase two – the Budget Consultation – will invite comments and feedback from all residents and stakeholders about the options prepared by Council officers to meet the £40m-£75m budget gap and will inform the development of the Executive's final draft budget proposals in early January.

6.2 The second phase of activity is the formal consultation phase. The engagement during this period aims to reiterate the ambition for the city and challenges for the city and provide a summary of the feedback provided during phase one as well as asking people for their comments on the options available. This phase links to the formal publication of the Council's efficiency plan to the DCLG and will follow the DCLG principles for consultation.

6.3 This phase provides an opportunity to share budget options earlier and gather feedback on them individually before making final proposals before the consultation closes, and then taking decisions. This consultation will be promoted to businesses as well as residents and will ensure the Council is compliant with its statutory duty under the Local Government Finance Act 1992 to consult with persons or bodies appearing to them to be representative of persons subject to Non-Domestic Rates (also known as Business Rates) in their area, about their proposals for expenditure for the forthcoming financial year. Any statutory consultations required will also commence on 3 November but may be subject to different timetables and different channels depending on the needs of service users.

6.4 The activity for phase two includes:

- Plain English Summaries: a short, online, plain English, written summary of each proposal be developed alongside an Agree/Disagree question. Written comments should also be encouraged alongside each proposal explaining the reasons for their response. To ensure an ongoing people-focused conversational approach the options will be communicated according to theme areas that make sense to major external stakeholders rather than by 'directorates'. This will allow the Council to link similar options, for example, 'options to increase income for the Council', or 'options for services for older people'.
- Online and offline content summarising feedback to date and offering a plain English overview of our broad options
- An online survey to gather feedback on our broad options asking:
 - Whether stakeholders agree with the options put forward
 - What impact these options could have on local residents, businesses and communities
 - How we could work together to do things differently
- A digitally focused marketing campaign to drive take-up of our online survey. This will be delivered across Facebook, Twitter, Instagram, and LinkedIn and will target activity to underrepresented groups where required.
- A targeted offline approach for those who are less likely to access our digital activity.

6.5 Once again those that have participated and provided their contact details will be notified about the results formal consultation.

7. Next Steps

7.1 The Committee is asked to note and comment on the budget conversation process, approach to the Consultation second phase and proposed next steps.

Appendix One

Resources and Governance Overview and Scrutiny Committee

Analysis of responses received as part of the Budget Consultation

1. Responses to the Budget Conversation Questionnaire

Question 1: what services are most important to you?

- 1.1 Respondents were asked to rank the services they felt were most important to them. At the close of the conversation, education was ranked as the most important service and leisure centres/sport as the least. Education ranked at the top throughout the eight weeks of the conversation, with 'people with disabilities and mental health problems' and 'emptying bins, waste disposal and street cleaning' alternating between second and third place.
- 1.2 Female respondents were more likely to prioritise support for people with disabilities and mental health problems and children in care and family support.
- 1.3 Younger people (16-25) were more likely to prioritise education, people with disabilities and children in care. Older respondents were more likely to prioritise fixing roads, emptying bins and making Manchester healthier.
- 1.4 The final overall rankings were:

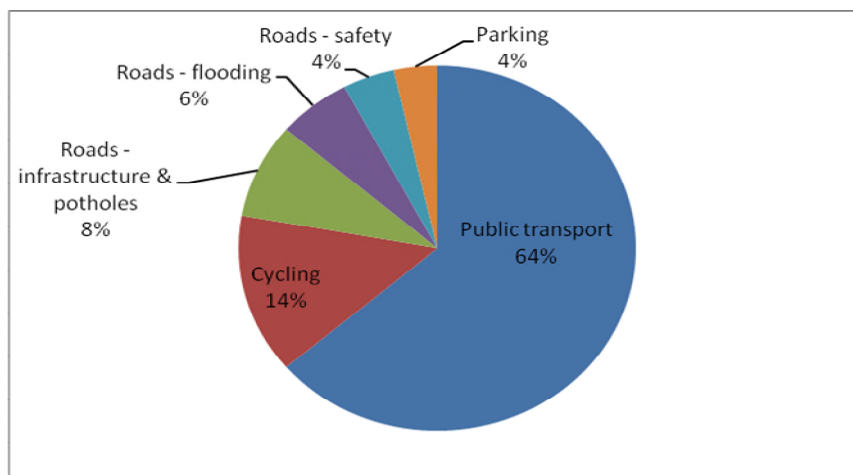
	Rank
Education	1
People with disabilities and mental health problems	2
Emptying bins, waste disposal and street cleaning	3
Children in care and family support	4
Keeping neighbourhoods safe and successful	5
Fixing roads, street lights and parking	6
Regenerating the city, creating jobs and improving skills	7
Making Manchester healthier and more active	8
Parks and open spaces	9
Culture, arts, events and libraries	10
Making sure benefits are paid fairly, and collecting council tax and business rates	11
Leisure centres and sports	12

2. Question 2: what other services are important to you?

2.1 Respondents were asked to provide details of other services they felt were important. This was an open question and analysis of their responses shows that the most mentioned were:

	Mentions	%
Transport infrastructure	284	23.4%
Health and social care	172	14.1%
Emergency services and policing	115	9.5%
Street cleaning, maintenance and waste collection	94	7.7%
Support for the voluntary and community sector	73	6.0%
Parks, green spaces and environmental sustainability	71	5.8%
Facilities for children and young people	62	5.1%
Homelessness	56	4.6%
Planning	40	3.3%
Libraries, museums, music venues and galleries	38	3.1%
Housing	29	2.4%
Improving MCC communication	22	1.8%
Education	17	1.4%
Enforcement	13	1.1%
Sport & leisure	12	1.0%
Legal services & advice	10	0.8%
Employment services	9	0.7%
Other	99	8.1%
Total	1,216	100%

2.2 Transport infrastructure was identified by just under a quarter of respondents. Just under two thirds mentioned public transport and a further 14 % mentioned cycling infrastructure. Roads and parking were mentioned by 22 % of respondents.



2.3 Public transport was seen as extremely important:

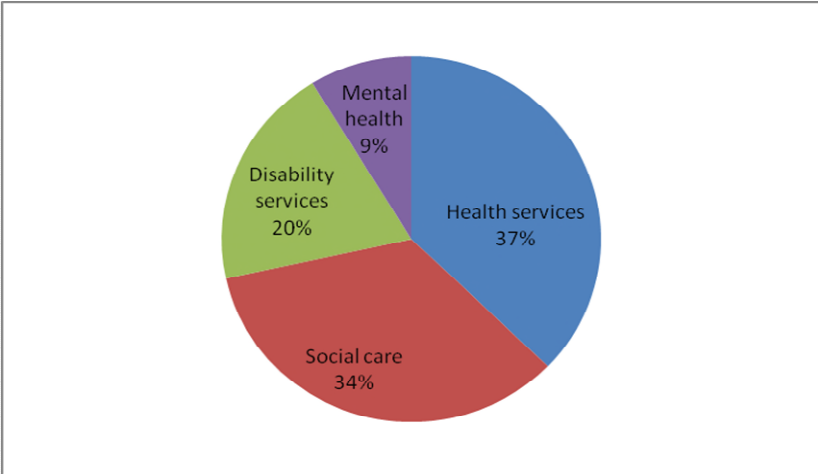
- 'It's good to offer free travel to ensure that the elderly can still get out and about as I feel without it, many people would sit at home alone' (age and gender unknown, M21)

- ‘Affordable public transport so poorer people have a chance at making a living, rather than staying home and collecting benefits’ (age and gender unknown, M14)
- There were a number of positive comments regarding the public transport infrastructure and many respondents recognised the investment going into this area:
- ‘the improvement of bikes lanes is very good. It makes cycling safe and therefore more attractive to people. Cycling is green and clean and we should do more of it. Oxford Road has a great cheap service’. (Female, 26-39, M20)

2.4 Respondents did however identify a number of areas for improvement:

- ‘People need to get to and from work as quickly as possible to have real quality of life. I know of people who have chosen to work in Bolton or Stockport as it’s just too difficult to get into the city’ (age and gender unknown, M41)
- ‘Increasing bus efficiency and cleanliness would attract more people who would stop using their cars and therefore make Manchester healthier and greener’ (Female, 26-39, M11)
- ‘I deeply dislike the fact that south Manchester is poorly served by the tram and rail networks which spread out away from Moss Side and everything south of it like they were trying to avoid it. Availability of public transport correlates negatively with poverty; a direct southbound line out of the city that doesn't take nearly an hour to walk to from Moss Side would be a huge benefit, instead of another tram station a five-minute walk from two more in the city centre’ . (Female, 26-39, M11)

2.5 Health and social care was identified by 14% of respondents. Thirty seven percent mentioned ‘general’ health services (the NHS, GP services and hospitals), 34% mentioned social care, 20 percent mentioned disability services and 9% mentioned mental health provision.



2.6 Respondents highly valued local health services, including easy access to small community health services. Social care services were also seen to be of vital importance including home care support; support for carers and older peoples' centres:

- 'More resources need to be put in to help elderly remain in their own homes. Not just carers popping in for 5 minutes a few times a day. These people have contributed all their lives and deserve better'. (age and gender unknown, M9)
- 'Older people's services provide centres such as the Minehead centre which was sadly burnt down, but prior to that provided invaluable day services for older residents and was a real asset to the community. - - The Planning Service ensures the right development gets built in the right place and facilitates regeneration, employment opportunities, and better schools'. (Female, 26-39, M20)
- 'Healthcare isn't likely to bankrupt me if it's free at the point of access. But mental health is being ignored and there are fewer and fewer options for treatment with longer waiting lists and ineffective emergency support'. (age and gender unknown, M9)

2.7 Disability services and mental health were highlighted as vital areas that had already been suffering from cuts.

- 'As a parent with a child with a disability we were upset that transport support to and from school has been reduced. They are the most vulnerable members of our community/society and I feel there is a moral obligation to make sure they get the right level of support'. (Male, 40-65, M8)
- 'Attendance at day care is essential for my well-being. It is the place I attend via the council funded transport five days a week. I feel safe and cared for. I know the staff and people who are there. They matter because it means that I can stay in my own home instead of residential care. To remain at home supported by my care package and family is my choice and is important for my continued well-being. Otherwise I would be very isolated and left unstimulated. I will self harm as I do not understand why I cannot go. I cannot cope with change'. (Female, 40-64, M19)
- 'Mental health services and their failings are at the root of failures in the system...cutting money from these areas seems like an easy way to save money for other things the council deems for important but many of these people have no voice and no one to stand up for them and protect their rights'. (Female, 26-39, M16)

2.8 Emergency services and policing was mentioned by 9.5 percent of respondents. Over 80 percent of these respondents mentioned policing specifically and the remaining 17 percent mentioned emergency services in general. Respondents commented on significant cut-backs to policing:

- 'I feel that there has been such harsh cutbacks to the policing service that it now impedes their ability to manage crime efficiently. - Every day I witness crime (drug dealing, drug abuse, vandalism, drunk/drug driving) but there is never any taken against these crimes because the lack of resources'. (Male, 40-64, M9)
- 'I have witnessed the general erosion of society on my estate due to the lack of sufficient policing. Certain crimes are now ignored that would have been actioned in the past (e.g. drug taking/dealing). There is now a generation that very rarely see a police officer on their estate and therefore feel it is "the norm" to do certain illegal acts because nobody ever tells them any different. Everybody I know have given up ringing the police (101) to report crime and antisocial behaviour due to the lack of any response from their calls. It's a downwards spiral, no police funding = no police resources = no police response = more crime/antisocial behaviour = lack of community confidence (in the police).' (Male, 40-64, M9)
- 'Regarding the police there is nothing to like, as we don't have any to like... We don't have any police service to like, public safety is dire in my area, Gorton, with daily muggings, and more, the police seem to put every crime in the same group as ASB. even criminal damage etc... they don't even know the law and they are the ones who should be enforcing it....' (Male, 40-64, M18)

2.9 Other service areas included Street cleaning, maintenance and waste collection was mentioned by 7.7 percent of respondents. Just under a third (64 percent) mentioned street cleaning and maintenance and the remaining 36 percent mentioned waste collection & recycling:

- 'Fly tipping is a big problem in Whalley Range where I live. Taxi drivers are the biggest source of street litter. Local people care about rubbish, in Whalley Range £500 would allow us to print 'keep are area tidy' type stickers for every lamp post, volunteers are hungry to make change. Help us!' (Male, 26-39, M16)

2.10 Support for the voluntary and community sector was mentioned by 6 percent of respondents and the voluntary sector was recognised as playing an important role in providing extra services and support which the council can no longer afford as a core service.

- 'They are well run and cost effective - they're already picking up the burden of public sector cuts so please don't cut them any more!' (Female, 26-39, M21)
- 'With a small amount of funding for voluntary/community groups, the benefit achieved from these organisations is wide reaching, supporting and motivating many areas of the community'. (Female, 40-64, M23)

2.11 Parks and green spaces were mentioned by 3.5 percent of respondents. A further 1.6 percent cited the importance of allotments.

- ‘They give people a chance to be outside, reconnect with nature and understand where food comes from. In cities there is too much of a disconnect between nature and the food chain and the individual. If people do not understand these, they will never care about them. Waste can be reduced by having people grow their own and care about the environment around them because they don't want to waste something they have put time into - it becomes less disposable, so this can have a knock on effect on waste production. IT has also been shown to be beneficial for both mental and physical health. Allotments can have an impact on the majority of the services listed!’ (Female, 26-39, M20)

2.12 Facilities for children and young people were mentioned by 5.1 percent of respondents. Children’s Centres and Sure start centres were seen as particularly important:

- ‘It helps families especially those in need to get out and about i.e. mothers with depression or single parents. they helped me when I was suffering with depression with my baby girl. They helped me come back to normality but my local one needs a refurb’ (Female, 16-25, M20)

2.13 Services to support the homeless were mentioned by 4.6 percent of respondents:

- ‘Homelessness is such an issue in Manchester it's difficult to know where to begin but something needs to be done; the Homelessness Charter was a start but there's been very little news of its development since it began’. (Female, 16-25, M3)
- ‘Follow in the footsteps of Nottingham constabulary by removing people who beg and take drugs from the city centre and drop them at support centres. Add charity collection boxes that call for people to give to homeless charities instead of give to people direct’. (Female, 26-39, M1)

2.14 A range of issues relating to planning were highlighted however a common thread related to protection of the existing urban heritage

3. Which places in Manchester do you and your family use most? Which places do you most value and enjoy?

3.1 People were asked which services respondents and their families used most and which they most enjoyed. These could be private, voluntary or Council-run clubs, facilities amenities, pastimes or activities. The responses were:

	Q5. Which places in Manchester do you and your family use most?		Q6. Which places do you most value or enjoy?	
Parks and green spaces	622	45%	747	57%

	Q5. Which places in Manchester do you and your family use most?		Q6. Which places do you most value or enjoy?	
Sport and leisure facilities	204	15%	83	6%
Libraries	129	9%	95	7%
Museums & galleries, music & theatre	79	6%	80	6%
City Centre	57	4%	85	7%
Community centres & groups	46	3%	29	2%
Educational facilities	30	2%	11	1%
Local Centres	26	2%	21	2%
Shopping facilities	25	2%	15	1%
Religious institutions	24	2%	0	0%
Childrens centres & family support	20	1%	5	0%
Roads and transport	35	3%	6	0%
Home	18	1%	48	4%
Cafe/bar/restaurant	17	1%	15	1%
Facilities for children and young people	12	1%	21	2%
Health facilities	7	1%	2	0%
Supported housing	4	0%	0	0%
Employment facilities	1	0%	0	0%
none	40	3%	22	2%
Other	0	0%	20	2%
Total (known)	1396	100%	1305	100%

3.2 Parks and green spaces were overwhelmingly rated the highest both for use and value with respondents really valuing green space:

- 'Any bit of green space around Manchester city centre. There isn't enough...' (Female, 26-39, M15)
- 'I love the trees in my neighbourhood. Trees are my single biggest joy. Plant more, protect what we have, develop new neighbourhoods with them. Stop chopping them down!!' (Male, 26-39, M16)
- 'Open and green spaces, wildlife havens. I think more needs to be done to help bring more wildlife into the centre and protect that already there. Simple things like having more plants including wildflowers for bees/butterflies around town, more trees, more green space, apiaries on top of roofs, bird boxes, bat boxes etc.' (Unknown, Unknown, M4)

3.4 Sports and leisure facilities were rated second highest for use and joint third highest for value. Facilities valued included: the Fallowfield cycle route; Chorlton Water Park; Aquatics Centre; Moss Side Leisure Centre; Withington

baths and bowling club; Arcadia Leisure Centre; Hough End Leisure Centre; and a large number of other facilities.

3.5 Libraries were rated third highest for use and joint second highest for value. Both the Central and local libraries were mentioned alongside the John Rylands Library:

- Libraries are important so ‘I can meet other people and so don't feel so lonely but no one pushes as service or wants to give me advice but it is there if I need it. It is a shame that new books and e-books have been reduced as they save me so much money but I can still read what is current and be part of discussions of current culture or I could borrow new cook books which help me cook and eat on a budget’ (Female, 75+, M8)

3.6 Museums, galleries, music and the theatre were also ranked highly, fourth for use and joint third for value. Facilities mentioned included the Manchester Museum, the Science and Industry Museum, National Football Museum, Whitworth Art Gallery, Manchester Art Gallery and the People’s History Museum.

4. What do you value most in your neighbourhood?

4.1 Respondents’ were asked to rank what the value the most in their neighbourhood from 1 – most important to 6 – least important. Overall peace and safety were most highly valued, followed by good neighbours.

4.2 Differences in views between males and females were small, however males were marginally more likely than females to value the character of the area and the cleanliness and tidiness whilst females were more likely to value good neighbours, community spirit and tolerance and amenities.

4.3 Older people were more likely to value good neighbours and slightly more likely to value community spirit and tolerance. Younger people were more likely to value the character of the area.

	All
Peace and safety	2.6
Good neighbours	2.9
Cleanliness and tidiness	3.4
Amenities e.g. shops, parks, health services, entertainment, transport	3.5
Community spirit and tolerance	3.8
Character e.g. suburban/bustling	4.8

4.4 Respondents were asked if there anything else they valued in their neighbourhood. Many of the themes which emerged were previously included in the ranking exercise.

	Total	Count
Parks & green spaces	162	22%
Transport infrastructure	120	16%
A sense of community	104	14%
Access to local facilities	84	11%
Low crime, safety, peace and quiet	62	8%
Tidy, clean environment	54	7%
Cultural diversity	43	6%
Housing	13	2%
Heritage conservation	11	1%
Employment	1	0%
All of the above	15	2%
None of the above	79	11%
Total (known)	748	100%

4.5 Just over a fifth of respondents cited parks and green spaces, this included trees alongside streets as well as green spaces. Transport infrastructure was cited by 16 percent, including public transport links, safe roads, suitable parking and connectivity in general:

- 'Metrolink and the free transport within Greater Manchester on buses and trains... It's fast, convenient and green, and for me, free... they mean I don't drive as much and they save a lot of money for me' (Male, 65-74, M21)

4.6 A sense of community was cited by 14 percent and cultural diversity was cited by a further 6 percent:

- 'I love that Levenshulme has a sense of its own community identity, a desire for community cohesion and action, which takes lots of creative forms' (Female, 26-39, M19)
- 'A great mixture of cultures and ethnicities - I see this as a major plus point' (Female, 26-39, M21)
- 'Diversity of age, type of person, e.g. working, retired, elderly, young. Stable communities of long-term residents. Not too many short term residents in HMOs such as students'. (Male, 40-64, M14)

4.7 Eleven percent valued easy access to local facilities including shops, markets, schools, churches, libraries, bars and restaurants, health and leisure facilities and local events:

- 'A diverse high street with local independents in it' (Female, 40-64, M21)
- 'Independent events, e.g. ska bands etc playing at bank holiday events in Hulme'. (Male, 40-64, M15)
- 'Love the "Chorlton bubble" shops, bars, restaurants Chorlton water park'. (Female, 26-39, M21)

5. If people in your street or neighbourhood could come together and improve or achieve one thing, what would that be?

5.1 Respondents were asked the question above. The main themes from the responses included:

		Total	Count
a) Cleanliness and the local environment	Improving cleanliness/environment	489	36%
	Greening	41	3%
	Environmental sustainability	21	2%
b) Community support/spirit	Building community support/spirit	220	16%
	Creating community space	30	2%
	Hosting community events/activities	7	1%
	Local enterprises	4	0%
c) Improve safety/policing/anti-social behaviour		203	15%
d) Roads/traffic/parking		191	14%
e) Improving local facilities/services		68	5%
f) Planning/regeneration		49	4%
g) Housing		5	0%
h) Improving internet		4	0%
Other		19	1%
Nothing		10	1%
Total		1,361	100%
Unknown		47	

5.2 The main area cited for improvement was cleanliness and the local environment cited by over a third of respondents. Issues highlighted included leaves in the street; cleaning up litter and graffiti; stopping fly tipping; cleaning up and re-using waste land and enforcing rules on dog fouling.

5.3 3% would like to see more greening of the environment: planting trees; new parks; flowers and community projects to grow vegetables. 2% cited measures to improve environmental sustainability: increasing recycling; future proofing homes; and increasing biodiversity and wildlife protection.

- 'Keeping the area clean and free from wheelie bins and litter/ fly tipping.'
- 'The city looks dirty. In a similar way to how people come together in a park to do a clean up, or how people came together after the 'riots' people could come together quarterly for a clean up - which might encourage people to leave less waste like chewing gum/cigarette butts/litter'
- 'Zero tolerance on litter => because a smart neighbourhood (locally achieved) engenders other community engagement and ownership'

- 'They might create a community energy scheme, or planting schemes that take surface run off'
- 5.4 19% of respondents mentioned improving community support/spirit. This included supporting the elderly in the community and neighbours in need; increasing the number of community events or gathering spaces and promoting tolerance and togetherness
- 'To improve the lives of the elderly residents and offer assistance where needed'
 - 'Getting people together for some areas is an achievement in itself. We've already done it on our street - set up a neighbourhood watch scheme to tackle spate of thefts/damage to cars'
 - 'To make friends, be kind, talk about shared issues, start a project to plant vegetables/herbs that everyone can share'
- 5.5 15% of respondents mentioned improving safety/policing/anti-social behaviour. This included reducing anti-social behaviour; implementing neighbourhood watch; reducing noise nuisance and tackling crime.
- 'Just look out for one another. Share information e.g. to help crime prevention. Everyone would report on anti-social behaviour. Kids being naughty, dropping litter, loud motorbikes (stolen), drug dealing, crime etc. People are too scared to speak up'
- 5.6 14% of respondents mentioned improving roads/traffic/parking. This included safer roads; improvements to residential parking:
- 'Stopping off road bikes (quad bikes) tearing round the streets at stupid speeds - Someone could get killed (grove village) there are at least 4 regular users who don't wear helmets and pull wheelies at speed - I fear for the kids who are playing'
 - 'Respectful parking, understand that everyone should be allowed to park at least one car outside their own house after 4pm. Parking in safe places, sometime you can turn a corner and have to swerve as someone has parked too close
- 5.7 5% of respondents mentioned improving local facilities/services. Suggestions were varied and included new facilities as well as making existing ones more inclusive:
- 'Open up Chorlton Leisure centre again and make it a health and well being centre as well as a leisure centre so you would do physiotherapy, Pilates, meaningfulness, physio, lead aqua activities, physio lead Pilates and exercise classes for cancer sufferers, over 50's. Gentle keep fit if you have shoulder,

back injuries. Inclusive and autistic or small groups for swimming sessions at a different time to everyone else. AND of course Badminton for ADHD groups’.

- ‘Make our schools places where people of all backgrounds learn to live together. - Create work opportunities at a local level. Support enterprising individuals and groups’.

5.8 5% of respondents mentioned improving planning/regeneration. This included regeneration of specific areas; supporting independent retailers and dealing with unoccupied buildings:

- ‘To get Moston/Harpurhey thriving again. To rid the depression, deprivation & intimidation’
- ‘Succeeding in getting the council to fund a full refurbishment of Victoria Baths’

6. How could the council and other public services support you to do that?

6.1 Respondents’ suggestions of how the Council and other public services could help support cleanliness and the local environment broadly fell into one of four categories: waste collection; supporting local communities to help themselves, street cleaning and enforcement. Examples from each category are outlined below:

Area for improvement	Respondents’ suggestions of how can this be supported by the Council and other public services
Waste collection	‘Reverse the decision to cut waste collection services, increase the frequency of bin collections to weekly’. (Unknown, unknown, M20)
	Replace the bins by types that don't leak everywhere and that are open at the top so people with terrible aim can avoid dropping stuff next to it. Provide more regular street cleaning. Some areas of town do not see a street cleaner in months, cans and bags everywhere, it is grim (Female, 26-39, M4)
Working with local communities	‘Devolved funding to local communities, setting up working parties where councillors can work with communities and act on their needs rather than taking them back to the council in the home the powers that be value the issues as much as local residents do’ (Female, 26-39, M19)
	‘The council could promote be proud of your street campaign, get kids involved ask parent to tidy there space not allow dogs to foul’ (Female, 40-64, M40)
	‘Give us the equipment, even though I am disabled I would definitely do my bit no matter how small, I am sick of the street I live in looking so dirty’ (Female, 40-64, M14)
	‘Be very clear about what they can and cannot do. For

	<p>example, if they can only clean streets once every three months, then communities could plan around that. If they cannot cut down trees and weed pavements etc. - let us know and we can try to get it done. We don't want to duplicate effort - or put council workers out of work. Be open and transparent. Set expectations. If you tell people what else you are spending the money on - they might see that they have to do it themselves or stop moaning about it. If you leave it as an expectation that the council will do it, then it is a thing you are failing to do.....and that will make people moan and fail to take responsibility' (Female, 40-64, M25)</p>
	<p>'The council could provide an incentive/reward and provide the equipment. When a chore is made fun it is not a chore at all' (Female, 26-39, M16)</p>
Street cleaning	<p>'More street cleaning. We live on the approach to Clayton Vale and constantly pick up discarded bottles and litter' (Female, 40-64, M43)</p>
Enforcement	<p>'Imposing obligations on landlords to manage waste. By providing regular street cleaning services. By getting the bin men to report fly tipping when they see it on their rounds' (Female, 40-64, M19)</p>
	<p>'By having community wardens to report rubbish, educate residents on rubbish & re-cycling and to challenge those who drop or dump rubbish'. (Female, 40-64, M19)</p>

6.2 A further 3% mentioned greater greening of their neighbourhood and 2 percent suggested measures to improve environmental sustainability. Suggestions of how the Council and other public services could help support this included:

- 'Organisation, equipment, expertise & perhaps competitions. Keeping things free of charge or very cheap' (Female, 40-64, M20)
- 'Opening up patches of derelict or otherwise unused land and allow locals to transform it' (Female, 40-64, M8)
- 'By creating a community allotment scheme for each area, with volunteers running the projects and teaching and encouraging others to help in exchange for veg!' (unknown, 16-25, M22)
- 'The council could be more pro active by enforcing the Pollution Law. Reducing the Carbon Dioxide emission, making all Manchester Smoke Free Zones so that we can all have Longer Life Span' (Female, 65-74, M14)

6.3 A small number of respondents mentioned support for local enterprises, for example a community enterprise grocery shop or café:

- 'Community cafe would be good, lot of older generation and no meeting place for them where we live...providing premises free of charge, linking community to existing assets that could be build upon' (Female, 40-64, M8)

6.4 16% of respondents suggested measures to help improve community support structures or community spirit.

- 'Give money for a local voluntary sector group to employ a community development worker to support residents' (Female, 40-64, M13)
- 'Facilitate local groups to take action on key things that matter to local people' (Female, 40-64, M16)
- 'Be good neighbours Community wifi could help with this e.g. a bulk broadband offer similar to the fuel offer' (Female, 75+, M8)

6.5 Some respondents recognised that good support already existed:

- 'I have AMAZING support from Manchester City Council - my neighbours pass on any issues or concerns which - I then pass on to MCC via Community Guardian or - emailing our local officers or councillors which works - very well'. (Female, 40-64, M19)

6.6 An additional 3% of respondents recognised the need to create community space or provide community events:

- 'Somewhere for local people to go, a community centre to meet each other, get support, do classes and workshops, a place where kids could meet in the evening, be safe, have fun, do activities, use computers, play games' (unknown, 40-64, M15)
- 'Some sort of community social centre to fill the gap the pubs have left in Blackley' (Male, 40-64, M9)
- 'Create an edible herb garden in the greens in front of the local shops. It has worked in Boothstown and to a degree at Wythenshawe Bus station. I would like to see the frontage of our local shops look like they are cared for which in turn should result in people feeling a sense of pride in their area. There are plenty of people willing to volunteer their time in the area where I live. Through promotion via social landlords, ward meetings, social media (Wythenshawe has a strong community spirited presence on Facebook) I'm sure people would give their time if given instruction and resources to do it' (Female, 40-64, M11)

6.7 15% of respondents requested improvements to safety/policing or anti-social behaviour. Suggestions of how the Council and other public services could help support this broadly fell within three areas: supporting residents to report crime; prevention and reducing anti-social behaviour as detailed in the table below:

What could be improved?	Respondents' suggestions of how can this be supported by the Council and other public services
Reporting crime	'Have an online reporting system by which residents can add a 'pin' to a map when an incident of dumping or

	youths congregating without permission, motorbikes being ridden without number plates, abandoned cars etc happen - so police, councillors and council staff can see hotspots clearly and can target resources or efforts there. This should be separate to the actual reporting systems already in place. Residents should also be able to leave reports anonymously to avoid reprisals. - The aim is to provide a visual aid to seeing hot spots of anti social activity, which adversely affect residents' quality of life' (Male, 40-64, M14)
Prevention	'Introduce compulsory HMO licensing. Support residents in enforcing covenants forbidding the use of family homes as HMO. Prevent totally any expansion of HMO in Fallowfield and Withington' (Male, unknown, M14)
	'More neighbourhood watches to promote safer streets less burglaries etc'
	'Give grants for Homewatch scheme setup and support in setting them up with notices available' (unknown, unknown, M19)
Reducing anti-social behaviour	'Provide more out-of-school activity options through schools and community centres. Schools becoming involved in community service initiatives, e.g. pupils having classes on conservation, and raising awareness of the impact of antisocial behaviour and crime on the victims; interaction with the elderly of the community, encouragement and opportunities to assist the elderly and disabled in some way, even if simple things like litter picking, weeding, reading out loud.' (unknown, unknown, M21)
	'Alley gating for those who still don't have it - - More visible (community) policing' (Male, 40-64, M21)

6.8 14% of respondents requested improvements to roads/traffic or parking. Suggestions covered three main areas: improvements to parking, supporting road safety and improvements to the condition of roads.

What could be improved?	Respondents' suggestions of how can this be supported by the Council and other public services
Parking	'By clearly marking bays at all parking places along road sides and especially within housing estates and ensure where parking is allowed on paved areas it is clearly marked where you are allowed to do so. Be less tolerant to parking abusers and issue more parking/obstruction tickets to offenders'. (Male, 60-74, M8)
Speeding/road safety	'They could spend 6 months targeting people speeding with mobile speeding guns.... give people plenty of warning it will be happening citywide and then do it intensively for 6 months. Then stop and pick it up for a short while randomly a few months later' (Female, 26-39, M21)

	'Monitoring car speeds, more prominent signage e.g. wood road has a 20mph speed limit but only one sign at the upper Chorlton road end. Road markings and more signs are needed especially on the blind bend'
Road condition	'Fix them, no not just fix them because that lasts about 2 weeks, re-Tarmac them, it would save my neighbours and I hundreds of pounds a year and the council, less repairing' (unknown, unknown, M16)
	'Fix potholes quicker before they become too big' (unknown, unknown, M20)

6.9 5% of respondents requested improvements to local facilities or services. Suggestions were wide ranging and included:

- 'Building a Little Library for sharing books on the street.. A small grant to help afford the building materials and the licensing to register it as a Little Library' (Female, 26-39, M19)
- 'Use empty buildings to offer a free culture space specially for young ones' (unknown, unknown, M22)
- 'More investment into supporting services for people and families' (Male, 26-39, M9)
- 'Build a playground fit for younger and older kids in Fletcher moss. This area has a very large young population with little in the way of leisure centres or swimming pools. The nearest playground is Didsbury park which is far away' (unknown, unknown, M20)
- 'A local soup kitchen type centre for those homeless who live too far from the city centre to travel or get to those which operate in the city centre'. (Male, 26-39, M14)

6.10 5% of respondents requested improvements to planning and or regeneration. Suggestions were wide ranging but broadly feel within the areas detailed in the box below

What could be improved?	Respondents' suggestions of how can this be supported by the Council and other public services
Redevelopment of waste land/regeneration	'Continued development of derelict spaces. Speed up the planning process and have clear strategic plans for development'. (Male, 26-39, M4)
	'Making houses fit for living in and renovating buildings that are falling down. Especially those in Blackley' (Female, 26-39, M29)
High street improvements	Improve shops and feel of high street to encourage new businesses (less charity shops/takeaways). Imposition of rent control/preferential rates for independent businesses? (Female, 26-39, M22)

	<p>'Get tough on dodgy shops (money laundering) stop takeaways from appearing. More buildings need protecting from being ripped out and refurbished in a bad/cheap way' (Male, 26-39, M19)</p> <p>'Ease business rates and support independent business so as to allow a flourishing and diverse economy, not a one size fits all identikit street scene' (Male, 26-39, M15)</p> <p>'Make the take away businesses totally responsible for the mess they create. whether that's their customers dropping litter or the businesses themselves pouring fat down ally way drains and over spilling bins etc.. be strict and enforce - do not allow any more take away licences' (Male, 40-64, M19)</p>
Enforcement	<p>'Register and license all PRS landlords so their activities can be properly regulated and standards enforced'. (unknown, unknown, M14)</p> <p>'Enforce existing regulations e.g.: parking on double yellows and blocking ability to see at junctions and leaving litter such as food takeaways' (Female, 75+, M40)</p>
	<p>By bringing in businesses e.g. various shops, industry, health & social establishments etc., to bring back a bustling and exciting area to live and visit. (Female, 40-64, M9)</p> <p>'Stop allowing takeaways and restaurants in Northenden. Encourage decent independent shops to relocate to Northenden with financial incentives' (Female, 40-64, M22)</p>
Start-up support	<p>'Offer advice, start up funds, get people thinking about what they can do, that it is achievable and don't give all opportunities to chains and big businesses, this just drains money out of the local system' (Female, 26-39, M19)</p>

6.11 Five comments (less than 1 percent) related to improvements to housing provision. Suggestions included 'Help to turn abandoned buildings and spaces into community areas or emergency housing' and 'support for more affordable housing'.

6.12 Four comments (less than 1 percent) related to **improvements to internet provision**. Suggestions included:

- 'Support any company in Manchester to have cabled all areas into the optic fibre Internet....' (Male, 40-64, M8)
- 'Using the possible joint purchasing power you could obtain community access to wifi reducing digital exclusion and supporting residents to keep in touch with each other and access service residents could have A virtual and real home watch less able residents could even shop online for example' (Female, 75+, M8)

2. Responses to the Budget Blog

The following outlines the complete responses to the budget blog:

In response to the Highways and Roads blog :

- “Existing highways/footways around Manchester currently suffering from lack of maintenance, some are in a very poor condition, with additional problem of blocked gullies across the city creating massive ponding during raining period. I believe the matter of maintenance of highway should be looked at very seriously to avoid hazard/incidents to both traffic and pedestrians.”
- “Substantial savings could be made by reducing street lighting at times when there are few people about. I suggest reducing levels by half on main routes (A and B roads plus other major arteries) and in the City Centre between midnight and 6am, and switching off all lighting in other areas between these hours. This has been done successfully in other cities including Leeds which I visit regularly, and in a number of smaller towns and villages, without any rise in crimes against the person.”

3. In response to the Work and Skills blog:

- “Let Manchester create wealth for future through attracting 'zero carbon' industries to build affordable 'zero carbon' housing and reduce dependence on imported fossil fuels.”

4. In response to the children and young people blog:

- “I worked in the Council's Social Care departments (under various titles) for 10 years, retiring last year. As far as Children's Services are concerned, I am perturbed by the rapid turnover of social workers and increasing reliance on agency staff even at line management level. This is not in the best interests of vulnerable children, their parents/ carers and the Council. This is the issue that I feel needs to be addressed as a priority and is one step towards improving the "Inadequate" rating of Manchester's children's social services. There should also be cost savings if less use is made of agency staff.”

5. In response to Climate Change blog:

- “This is one area where the Council is doing well - Keep up the good work and don't let it slip! However, many people in Manchester are unaware of this so perhaps there is some scope for publicity and awareness campaigns.”

6. In response to Libraries blog:

- “City libraries are important to me, my friends and family because they provide us very useful information through a variety of text and keep the community aware of the present, past and future events. In future the libraries could invite the schools and colleges pupils for workshops relating with new curriculum and encourage the students to actively take part and give feedback.”

- “Consideration should be given to concentrating library resources in a smaller number of libraries, with longer opening hours and better stocks of books and other lending materials, rather than endeavouring to keep all libraries open with restricted hours and limited book stocks. I think that this would better serve the majority of library users and bring back those who may have used libraries in the past but no longer do so.”

7. In response to Have Your Say in Manchester’s Future:

- “At no point in the survey can you object to pay rises for councillors & council bosses, this is a damning indictment of our current council.”
- “Why are you not listening to the thousands of Manchester residents who are protesting at your imposition of the smaller bins. You have no guarantee whatsoever that this will save money, that depends on how other Councils increase their recycling rates. You are in fact gambling with a vast amount of our public money in the vain hope that you may save some. You could have put this vast amount of money into services that need it instead of whittling it away on this bin debacle.”

8 In response to A New Way of Doing Things:

- “Let's make us proud of our areas...keep the grass verges cut and trimmed, pavements in good order, vandalism repaired, not just in the city but across smaller towns and villages.”
- “Then why are you wasting such huge money to have scrapped needlessly the black bins just to replace them for even smaller so that finally it will cause a properly disaster into the clean of Manchester's streets as there gonna be overfilled bins anytime and plenty rubbish everywhere...just wait for this and you will find out the true.”

9. Other general comments:

- “I was born and raised in Newcastle, studied in Leeds and lived in London for a considerable length of time. I've now lived in Manchester/Salford for five years. There is no other major city in the UK with such a high concentration of people in its centre either asking for money and/or living on the streets. With so much money being ploughed into the centre the disparity is more stark. An analogy I'd use is a city that is painting over the damp rather than dealing with it. It will get progressively worse. As Manchester slowly becomes more materialistic as it veers towards becoming a 'soulless city for the convenience market' what does it plan to do to help those less fortunate? Us North East people are blunt, so apologies if you don't like hearing things straight, but it's time Manchester stopped acting 'new money' and forged an identity of being a friendly city.”
- “! It is not just your area damaged by Road works. The whole of Manchester is in chaos with Road Works and Pot Holes. If only we were told by the City

Council what the Road Work is all about. Sure we will not mind. One road from Wilmslow Road to Princess Road has eleven (11) ramps. What a waste of money.”

- “I would like to know what happened to the airport windfall? MCC consulted us then totally went off the boil. Where is that money? Who has spent it and on what?”

3. Social media analysis

Facebook

1. A fifth of responses received in Facebook were in relation to local consultation with individuals' expressing concerns over not being listened to and their views not being acted upon. For example comments included:
 - "Window dressing, they've already made up their minds about what they're going to do. Opinions of voters are listened to by deaf ears".
 - "Have your say and then we'll just do it all OUR way anyhow"
 - "They ask for comments and then NO Reply"
2. Seventeen percent of comments were in relation to waste collection and/or street cleaning. Eleven percent were complaints about the change to smaller rubbish bins:
 - 'Tackle rubbish dumping, its' everywhere. Removing our black bins, and replacing with new grey ones :(what's that cost ? and I guess the new grey ones will be tiny. Which causes the rubbish dumping. Always been rubbish dumping, but not on the scale it is now. Your policy on refuse collection black bins causes the problem. Sick to death of reporting dumped rubbish. My home backs onto fields, today I can see 5 bags of rubbish, and a mattress. that's just over night. every window i look out all I see is rubbish. The front someone dumped an old suitcase and rocks from someone's garden. The footpath at the back of my house is full of weeds over a foot high, and its not been swept for over 5 years'.
 - 'Restore weekly bin collections and scrap the ridiculous idea to reduce the size of the grey bins!'
 - 'Above all I need my normal size bin back this a basic human right to have refuse collected why don't we make councillors pay packet the same size in ratio as the reduction of our bins !'
3. The remaining six percent of comments were regarding general comments over waste in Piccadilly Gardens, Cheetham, Newton Heath, Moston, Hill Lane in Blackley.
4. A further seventeen percent of comments were in relation to council pay rises for senior staff:
 - 'well, I can tell you what I don't want you to prioritise, and that's awarding your failing departments 60% pay rises'.

- 'the 60% thing is misleading. ONE member of the team received that, when they changed jobs to a senior position. The position was there before and filled at the same rate of pay'.

Fourteen percent of responses related to road maintenance and alterations. Nine percent were in relation to potholes and poor road condition. Specific roads/areas mentioned including Higher Blackley, New Forest Road, Baguley/Wythenshawe and Lion Brow. Other comments related to the introduction of bus lanes, flooding and alterations:

- 'MCC have thrown bus lanes all over the place, wasting funds, they don't encourage people to use buses, and buses do not add anything to the council's bottom line'.
- 'They should start by cleaning out all the grids of soil and grass. No wonder roads flood when we get rain. Brownley road is like a lake after heavy rain. The grids along Gladeside Road are completely blocked with soil and grass'.
- 'You didn't ask the public if all the alterations to the A580/A6 were a priority, you know what the answer would have been'.

Nine percent of responses related to parks and green space. A third of these were in relation to Piccadilly Gardens:

- 'Make Piccadilly gardens look beautiful again. Make it look like it used to, somewhere you could relax and read a book you just bought not like it is now it's bloody horrible and cold and scary and worn out whoever came up with the stupid idea to change it wants lynching and bring back the beautiful fountain. I am sure many thousands of Manchurians feel the same way'

Others mentioned parks as being in need of improvements:

- 'Litter, grass cutting, the state of the city centre, roads, weeds on pavement general run down look everywhere has the list is endless'

Four percent of responses related to homelessness:

- 'Manchester city centre is just a depressing place to go it's dirty and to be honest starting work at 6 am. Is starting to get dangerous. Homelessness is an issue. Litter and dirty floors'
- 'Manchester city council expelled the homeless and destroyed the tents of the homeless during the protest last year. I wont forget those images and actions of such a draconian organisation'.
- 'The first thing that needs sorting in Manchester in the Homelessness crisis. It's unbelievable how many people are sleeping rough in the city'.

9. Four percent of responses related to social care. Concerns related to care home fees and lack of provision due to underfunding, cuts to carers budgets, lack of bookable respite care and difficulties booking care assessments.
- 10 The remaining 16 percent of responses covered a wide variety of areas. Views are summarised in the table below:

Area of response	Responses		Summary of views
	Count	%	
Parking	5	2%	Loss of free parking on Sunday; lack of parking in city centre; high parking charges
Council tax collection	5	2%	Review Council Tax for pensioners; better collection of owed Council Tax; less spend on taking people to court for non-payment
Planning	4	2%	Loss of architecture (Shaws Furniture building); demolition of buildings
Social services	4	2%	'Child Stealing by the State'
Public transport	3	1%	Eco friendly transport
Immigration	3	1%	Prioritising budget for local people
Health	3	1%	Properly managed devolved NHS budget; closure of Brian Hore Unit; mental health
Policing	2	1%	Unsociable behaviour; lack of policing in City Centre
Education	2	1%	Drop academy system
Childcare funding	2	1%	15 hr nursery place needs to be available to all 2 year olds
Skills	1	0%	Training and employment for young people
Geographical spend	2	1%	Allocate greater % of spend outside City Centre
Libraries	1	0%	Huge cuts to small budgets
Social housing	1	0%	Houses for desperate families
Youth services	1	0%	Services working with teens
Raising tax	1	0%	Look at options for raising tax as well as areas to cut

Twitter

The most mentioned topics and issues in Twitter were:

	Mentions
Waste collection & street cleaning	38
Service requests / queries	7
Gorton	6
Consultation with local people	6
Street cleaning	3
Payrises	3
Public toilets	1
Public transport	1

Instagram

Of the comments received, 10 of the comments were about litter:

- “As someone who doesn't live in Manchester but visits Manchester regular. You need to get the litter cleaned up in around Piccadilly Gardens and turn the fountains back on. Your seriously letting the place fall to pieces”
- “Please please please clean up the city centre. it's shocking how much litter there is. The benches outside of the central library are full of cigarette stubs. There's takeaway boxes on the steps to the art gallery. Don't get me started on Piccadilly gardens... The list goes on and on”
- “if people had more pride for the city, we wouldn't have a constant litter battle”

Five comments were about parks (particularly in the City Centre):

- “We need a green space park in the city centre! It doesn't have to be massive but something you could run round & young family's could play on the grass... Etc etc trees and grass like a mini Hyde park or more along the lines of @Buxton park?!”
- “walked around Manchester this morning such a fab city lots going on but a green city park would be fab!!”
- “I'd say more green spaces and parks for people to enjoy the outdoors. Especially in city centre's where it can be a bit of a concrete jungle. I have found a few spots around town but they all seem to need a bit of a facelift.”

A further 5 comments were given as a response to a quote about adult social care including an offer of volunteering:

“is there any voluntary work out there where the public can spend time with any lonely pensioner that needs us for anything, company? Needs anything doing?... I'd give up my time in a heartbeat :)”

“This is a great cause for cash to be spent on. It is so very sad how we become that busy in our day to day lives that we forget those who have no one who can go for days/weeks/months without talking to anyone #pensioners”

Two comments were in response to a picture of Castlefield:

- “Has anyone seen the state of castle field at the moment. Litter in the water everywhere! It not only harms wild life but also harms tourist's view of the city. We are he third most visited city in the uk, not some substandard town on the outskirts of London. This is beyond outrageous. It's sad to see the council is more worried about securing international deals instead of dealing with domestic issues.”

Demographic breakdown of respondents

1. Gender

	Manchester		Respondents	
	Count	%	Count	%
Female	201,249	51.2%	835	58.4%
Male	191,570	48.8%	595	41.6%
Prefer not to say	-		21	-
Unknown	-		564	-
Total	392,819	100%	2,015	100%

1.1 Ten respondents (0.5%) did not identify with their gender assigned at birth.

1.2 Eighty six percent of respondents (excluding those who preferred not to say) identified themselves as heterosexual and fourteen percent as gay, lesbian or bisexual.

2. Age

2.1 The age profile of respondents was more clustered to the middle age bands than the population with young people aged 16-25 and those ages over 75 under-represented. This group was specifically targeted by the paper questionnaire.

	Manchester		Respondents	
	Count	%	Count	%
16-25	75,935	24.5%	67	4.7%
26-39	86,469	27.9%	467	32.5%
40-64	95,621	30.8%	731	50.9%
65-74	26,969	8.7%	152	10.6%
75+	25,037	8.1%	19	1.3%
Prefer not to say	-	-	14	-
Unknown	-	-	565	-
Total (16+)	310,031	100%	2,015	100%

3. Ethnicity

3.1 By ethnicity those in the white British group were over-represented at 84.0% compared to 74.5% of the population. Those in Mixed: White and Asian, Asian or Asian British: Other Asian, Black or Black British: Other Black were also over-represented whilst those in other ethnic groups were under-represented .

	Manchester		Respondents	
	Count	%	Count	%
White: British	292,498	74.5%	1096	84.0%
White: Irish	14,826	3.8%	32	2.5%
White: Other White	10,689	2.7%	24	1.8%
Mixed: White and Black	5,295	1.3%	12	0.9%

Caribbean				
Mixed: White and Black African	2,412	0.6%	8	0.6%
Mixed: White and Asian	2,459	0.6%	12	0.9%
Mixed: Other Mixed	2,507	0.6%	1	0.1%
Asian or Asian British: Indian	5,817	1.5%	16	1.2%
Asian or Asian British: Pakistani	23,104	5.9%	36	2.8%
Asian or Asian British: Bangladeshi	3,654	0.9%	4	0.3%
Asian or Asian British: Other Asian	3,302	0.8%	19	1.5%
Black or Black British: Caribbean	9,044	2.3%	3	0.2%
Black or Black British: African	6,655	1.7%	9	0.7%
Black or Black British: Other Black	2,040	0.5%	25	1.9%
Chinese or other ethnic group: Chinese	5,126	1.3%	7	0.5%
Chinese or other ethnic group: Other ethnic group	3,391	0.9%	0	0.0%
Prefer not to say	-	-	144	-
Unknown	-	-	567	-
Total	392,819	100%	2015	100%

4. Disability

4.1 Fifteen percent of respondents considered themselves to be a disabled person compared to 22 percent of the population (who consider themselves to have a limiting lifelong illness).

	Manchester		Respondents	
	Count	%	Count	%
Yes	84,507	21.5%	200	14.9%
No	308,312	78.5%	1242	86.1%
Unknown	-		573	-
Total	392,819	100%	2015	100%

5. Caring responsibilities

5.1 Just under a third (31.1 percent) of respondents had caring responsibilities. 8.9 percent provided care for a disabled child, adult, older person (increasing to 14.5 percent if secondary care is included). This is similar to the population and the 2001 Census recorded 8.9 percent of the population as providing unpaid care including looking after, giving help or support to family members, friends, neighbours or others, because of long-term physical or mental ill-health or disability or problems relating to old age.

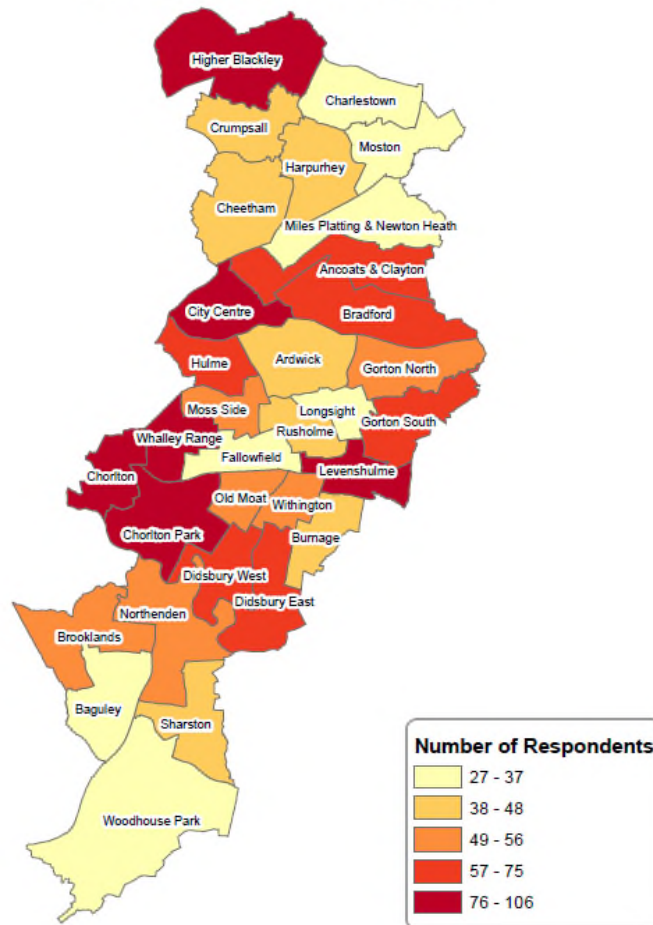
	Respondents
--	--------------------

	Count	%
None	1176	68.9%
Primary carer of child/children under 18	283	16.6%
Primary carer of disabled child or children	22	1.3%
Primary carer of disabled adult (18-65)	51	3.0%
Primary carer of older people (65+)	78	4.6%
Secondary carer	96	5.6%
Prefer not to say	43	-
Unknown	266	-
Total	2,015	100%

6. Geographic profile

- 6.1 Ninety three percent of respondents lived in Manchester and a further seven percent lived in other areas of Greater Manchester.
- 6.2 Based on ward patterns, most respondents came from central Manchester, with fewer responses in the North and Wythenshawe. The mapping data includes printed questionnaire responses with the door drop in Blackley inflating the figures in the far north of the city. Postcode areas M20, M21 and M19 are the most over-represented whilst areas M40, M13, M8, M14 are the most under-represented

Budget Conversation



	Manchester		Respondents		Difference
	Count	%	Count	%	
M40	40857	7.8%	93	5.1%	-2.7%
M13	23961	4.5%	37	2.0%	-2.5%
M8	31098	5.9%	78	4.2%	-1.7%
M14	52820	10.0%	155	8.4%	-1.6%
M18	23267	4.4%	57	3.1%	-1.3%
M22	42371	8.0%	125	6.8%	-1.2%
M11	20443	3.9%	56	3.1%	-0.8%
M12	16176	3.1%	42	2.3%	-0.8%
M9	39518	7.5%	125	6.8%	-0.7%
M3	11709	2.2%	30	1.6%	-0.6%
M16	35721	6.8%	114	6.2%	-0.6%
M23	30949	5.9%	101	5.5%	-0.4%
M15	22310	4.2%	79	4.3%	0.1%
M2	0	0.0%	3	0.2%	0.2%
M1	12221	2.3%	51	2.8%	0.5%
M4	10740	2.0%	59	3.2%	1.2%
M19	34586	6.6%	170	9.3%	2.7%
M21	29583	5.6%	197	10.7%	5.1%
M20	48595	9.2%	264	14.4%	5.2%

	Manchester		Respondents		Difference
	Count	%	Count	%	
Total	52692	100.0	1836	100.0	0.0%
Other Greater Manchester			131		
Outside Greater Manchester			6		
Unknown			45		

Comparison of printed versus digital responses

1. The following outlines the age comparison of the offline vs on line responses.

	Online Respondents		Offline respondents		Total respondents	
	%	Count	Count	%	Count	%
16-25	67	4.7%	0	0%	67	4.5%
26-39	467	32.5%	5	9.8%	472	31.7%
40-64	731	50.9%	21	41.2%	752	50.6%
65-74	152	10.6%	15	29.4%	167	11.2%

2. The following identifies the offline vs online responses to the question - what services are most important to you?

	Online	Offline
Education	1	2
People with disabilities and mental health problems	2	1
Emptying bins, waste disposal and street cleaning	3	4
Children in care and family support	4	5
Keeping neighbourhoods safe and successful	5	3
Fixing roads, street lights and parking	6	6
Regenerating the city, creating jobs and improving skills	7	7
Making Manchester healthier and more active	8	8
Parks and open spaces	9	9
Culture, arts, events and libraries	10	11
Making sure benefits are paid fairly, and collecting council tax and business rates	11	10
Leisure centres and sports	12	12