

**Manchester City Council
Report for Resolution**

Report to: Resources and Governance Scrutiny Committee – 5 January
2017

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor (1)
- Key Decisions (2a)
- Details of any key decisions that will be requested to be exempted from call in.(2b)
- Items for information (3)
- Work programme (4)

Recommendation

The Committee is invited to discuss the information provided and agree any changes to the work programme that are necessary.

Contact Officer:

Kate Andrews
Team Leader- Scrutiny Support
0161 234 3071
kate.andrews@manchester.gov.uk

Background documents (available for public inspection):

None

1. Monitoring Previous Recommendations

Date	Item	Recommendation	Action	Contact Officer
13 October 2016	RGSC/16/29 Communications	To request that ward co-ordination include communications and statistics from twitter as a standing item on the agenda of their meetings.	A response to this recommendation has been requested and will be reported back once received.	Fiona Worrall, Director of Neighbourhoods
13 October 2016	RGSC/16/30 Update on the Greater Manchester Transformation Fund and Better Care Fund	<p>To request that the Head of Finance (Children's, Adult Social Care and Public Health) provide a confidential briefing note to members of both Resources and Governance Scrutiny Committee and Health Scrutiny committee on the detail of the bid to the Greater Manchester Transformation Fund in respect of the Better Care Fund; and a diagram of the governance arrangements for the fund.</p> <p>To note that the Joint Director of Health and Social Care would provide further information from the Urgent Care Board to members of the Committee.</p>	<p>A briefing was delivered to the relevant Councillors and a diagram will be circulated shortly.</p> <p>A response to this recommendation has been requested and will be reported back once received.</p>	<p>Simon Finch, Head of Finance (Children's, Adult Social Care and Public Health)</p> <p>Lorraine Butcher, Joint Director of Health and Social Care</p>
10	RGSC/16/36	To request that further	A response to these recommendations has	Sara Todd,

November 2016	Update on the Refurbishment of the Town Hall and Albert Square: Our Town Hall	<p>information on the Town Hall Tours available to the public be circulated to all members for information</p> <p>To note the historical value of Option 4. To request that alternative options be explored for addressing this, and the findings provided in a future report to the Committee at an appropriate time.</p> <p>In line with the Council's Our Manchester approach, the Committee requests that the Executive place more of an emphasis on reducing the carbon footprint when considering the various alternatives for refurbishment.</p>	been requested and will be reported back once received.	Deputy Chief Executive
10 November 2016	RGSC/16/40 Localised Council Tax Support Scheme	To request that hard copies of the Council Tax Support Scheme Consultation be provided to all members of the Council	This recommendation has been completed.	Julie Price, Head of Revenues and Benefits

2a. Key Decisions

The Council is required to publish details of key decisions that will be taken at least 28 days before the decision is due to be taken. Details of key decisions that are due to be taken are published on a monthly basis in the Register of Key Decisions.

A key decision, as defined in the Council's Constitution is an executive decision, which is likely:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

The Council Constitution defines 'significant' as being expenditure or savings (including the loss of income or capital receipts) in excess of £500k, providing that is not more than 10% of the gross operating expenditure for any budget heading in the in the Council's Revenue Budget Book, and subject to other defined exceptions.

An extract of the most recent Register of Key Decisions, published on **19 December 2016**, containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Asset Management Programme Ref: 15/001	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Julie McMurray Head of Client Relationships Tel: 0161 234 6702 j.mcmurray@manchester.gov.uk
ICT infrastructure and Mobile Working Ref: 15/002	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Bob Brown CIO Information, Communication and Technology Tel: 0161 234 5998 bob.brown@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Strategic Land Acquisition Ref: 15/003	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Steve Thorncroft Head of Development Tel: 0161 234 1202 s.thorncroft@manchester.gov.uk
Collyhurst Regeneration Ref: 15/005	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Sean McGonigle Assistant Chief Executive (Growth) Tel: 0161 234 4821 s.mcgonigle@manchester.gov.uk
Depots Programme Ref: 15/007	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Julie McMurray Head of Client Relationships Tel: 0161 234 6702 j.mcmurray@manchester.gov.uk
Clean and Green Ref: 15/009	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Sara Todd Deputy Chief Executive (Growth and Neighbourhoods) Tel: 0161 234 3286 s.todd@manchester.gov.uk
Social Housing Infill Site Programme Ref: 15/011	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Sean McGonigle Assistant Chief Executive (Growth) Tel: 0161 234 4821 s.mcgonigle@manchester.gov.uk
Factory Project	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 (procurement)	Dave Carty Development Manager

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Ref: 15/012				document)	Tel: 0161 219 6501 d.carty@manchester.gov.uk
Town Hall and Albert Square Maintenance Ref: 15/014	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Sara Todd Deputy Chief Executive (Growth and Neighbourhoods) Tel: 0161 234 3286 s.todd@manchester.gov.uk
Ben Street Ref: 15/015	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Ian Runacres Project Manager Tel: 0161 234 4953 i.runacres@manchester.gov.uk
Parkhill Land Assembly and New Build Ref: 15/016	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Ian Runacres Project Manager Tel: 0161 234 4953 i.runacres@manchester.gov.uk
CCTV Policy Ref: 15/019	To adopt a CCTV policy for the city.	The Executive	January 2017 or later	Report to the Executive	Poornima Karkera Principal Solicitor Tel: 0161 234 3719 p.karkera@manchester.gov.uk
Allocation of Central Contingencies/ Reserves Ref: 15/023	To fund currently unplanned expenditure or expenditure the exact amount of which has yet to be determined.	The Executive	January 2017 or later	Report to the Executive as part of the Global Monitoring Report	Carol Culley City Treasurer Tel: 0161 234 3590 carol.culley@manchester.gov.uk
Allocations for		The	January 2017	Report	Carol Culley

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
General/Earmarked Reserves Ref: 15/024		Executive	or later		City Treasurer Tel: 0161 234 3590 carol.culley@manchester.gov.uk
Clean and Green Fund Ref: 15/025	Long-term improvements to cleanliness and environment of the city.	City Treasurer	January 2017 or later	Requests from Growth and Neighbourhoods Directorate	Carol Culley City Treasurer Tel: 0161 234 3590 carol.culley@manchester.gov.uk
Leisure Services Estates – Indoor Ref: 2016/02/01B	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 procurement document	Lee Preston Sport and Leisure Lead Tel: 07852957286 l.preston2@manchester.gov.uk
Leisure Services – External Ref: 2016/02/01C	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 procurement document	Lee Preston Sport and Leisure Lead Tel: 07852957286 l.preston2@manchester.gov.uk
Capital Investment in schools Ref: 2016/02/01D	The approval of capital expenditure.	City Treasurer	January 2017 or later	Gateway 5 procurement document	John Edwards Director of Education and Skills Tel: 0161 234 4314 j.edwards@manchester.gov.uk
Our Manchester Strategy 2016-19 Ref: 2016/01/14	To adopt the "Our Manchester ICT Strategy 2016-19".	The Executive	January 2017 or later	Our Manchester ICT Strategy 2016-19	Bob Brown CIO Information, Communication and Technology Tel: 0161 234 5998

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
					bob.brown@manchester.gov.uk
Printer Fleet Rationalisation Project Ref: 2016/03/16D	To seek approval to appoint a company to replace the existing multi-functional devices and desktop printers throughout the organisation.	City Treasurer in consultation with the Chief Executive	January 2017 or later	Confidential contract report with recommendation	Paul Williams Communications Lead Tel: 0161 234 3300 p.williams@manchester.gov.uk
Ultra Low Sulphur Petrol, Diesel, Gas Oil and Kerosene Ref: 16/05/03B	The tender is for the supply of Ultra Low Sulphur Petrol, Diesel, Gas Oil and Kerosene to the City Council and is used by Fleet Services. Contract duration 4 years (Including optional extension periods).	Chief Executive	January 2017 or later	Report and recommendation	Gary S Campin Fleet Services Manager Tel: 0161 856 0762 g.campin@manchester.gov.uk
Private Sector Housing – Redrow Development Ref: 2016/06/27D	Capital expenditure approval for development cost payments to Redrow in relation to investment in new build homes.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Ian Runacres Project Manager Tel: 0161 234 4953 i.runacres@manchester.gov.uk
Construction and Property Professional Services Framework (CAPPS) for the Capital Programmes	To seek approval to award Framework Agreements a range of professional services in connection with	Chief Executive in consultation with the City Treasurer	Phased in batches of Lots according to priority, between	Confidential contract report with recommendations and supporting documents.	Paul Stanion Interim Head of Compliance and Performance Capital Programmes and Property

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
<p>and Property Dept. Contract TC859 Ref: 2016/07/21</p>	<p>construction and property related matters. This will consist of 21 individual Framework Lots, each relating to a specific professional discipline, for the use of the Capital Programmes and Property Dept. The Framework will operate for 2 years with an option to extend for up to a further 2 years. The anticipated commencement dates for various Lots are phased between August and October 2016.</p>		<p>September 2016 and January 2017 or later</p>		<p>Tel: 0161 219 6258 p.stanion@manchester.gov.uk John Finlay Framework Manager North West Construction Hub (NWCH) Tel: 0161 219 6530 j.finlay@manchester.gov.uk Neil Davies Senior Procurement Officer Corporate Procurement Tel: 0161 234 3005 n.davies@manchester.gov.uk</p>
<p>Minor Highway Maintenance Ref: 2016/10/03A</p>	<p>To seek approval to appoint up to 3 companies to a Framework Agreement for Minor Highway Maintenance (Pothole Repairs) for a 1 year period commencing December 2016.</p>	<p>Chief Executive and City Treasurer</p>	<p>January 2017 or later</p>	<p>Confidential contract report with recommendations</p>	<p>Mike Brogan Operations Manager, Manchester Contracts Tel: 0161 908 5840 m.brogan@manchester.gov.uk Colin Butterworth Senior Procurement Officer Tel: 0161 234 3434.</p>

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
					c.butterworth@manchester.gov.uk
Civic Quarter Heat Network Ref: 2016/10/03C	Capital expenditure approval for the cost of a heat network to improve the energy infrastructure in the area.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Eddie Smith Strategic Director (Development) Tel: 0161 234 3030 e.smith@manchester.gov.uk
Re-provision of Hockey Pitches Ref: 2016/10/03D	The approval of capital spend for the re-provision strategy for the Belle Vue Leisure Centre Community Hockey Pitches.	City Treasurer	January 2017 or later	Report to Executive - 3 February 2016 and Gateway 5 (procurement document)	Lee Preston Sport and Leisure Lead Tel: 07852957286 l.preston2@manchester.gov.uk
The Provision of Occupational Health Services Ref: 2016/10/21A	The appointment of a Provider to deliver Occupational Health Services following a tender exercise.	Deputy Chief Executive (People)	February 2017	Report and Recommendation	Mike Worsley Procurement Manager Tel: 0161 234 3080 mike.worsley@manchester.gov.uk
Greater Manchester Housing Investment Fund Ref: 2016/10/21D	Approval for Capital Expenditure.	City Treasurer	January 2017 or later	Gateway 5	Andrew McIntosh Strategic Lead Commercial Finance Tel: 0161 234 4061 Andrew McIntosh
Town Hall Project Ref: 2016/11/01B	The approval of the first phase of capital expenditure in respect of the refurbishment of the Town Hall.	City Treasurer	January 2017 or later	Gateway 5	Sara Todd Deputy Chief Executive (Growth and Neighbourhoods) Tel: 0161 234 3286 s.todd@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Provision of a Social Care Case Management System Ref: 2016/11/02A	To seek approval to award a contract to a single supplier for the implementation and provision of a new Social Care Case Management System.	City Treasurer / Chief Executive	January 2017 or later	Confidential Contract Report with recommendations	Bob Brown CIO Information, Communication and Technology Tel: 0161 234 5998 bob.brown@manchester.gov.uk Michael Shields Procurement Manager Tel: 0161 234 1009 m.shields@manchester.gov.uk
Council Tax Base Ref: 2016/11/10C	To set the 2017/18 Council Tax Base.	City Treasurer, in consultation with the Executive Member for Finance and Human Resources	January 2017	Council Tax Base report	Sam Mcardle Finance Lead - Strategic Revenue Budget & Financial Accountancy Tel: 0161 234 3472 s.mcardle@manchester.gov.uk
Business Rates Base Ref: 2016/11/10D	To set the 2017/18 Business Rates Base.	City Treasurer, in consultation with the Executive Member for Finance and Human	January 2017	Business Rates Base report	Sam Mcardle Finance Lead - Strategic Revenue Budget & Financial Accountancy Tel: 0161 234 3472 s.mcardle@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
		Resources			
Council Tax 15/16 Balance Ref: 2016/11/10E	Agree the estimated council tax surplus or deficit.	City Treasurer, in consultation with the Executive Member for Finance and Human Resources	January 2017	Council Tax balance report	Sam Mcardle Finance Lead - Strategic Revenue Budget & Financial Accountancy Tel: 0161 234 3472 s.mcardle@manchester.gov.uk
Business Rates 15/16 Balance Ref: 2016/11/10F	Agree the estimated business rates surplus or deficit.	City Treasurer, in consultation with the Executive Member for Finance and Human Resources	January 2017	Business Rates balance report	Sam Mcardle Finance Lead - Strategic Revenue Budget & Financial Accountancy Tel: 0161 234 3472 s.mcardle@manchester.gov.uk
Mobile Connectivity Ref: 2016/11/15A	To seek approval to award a contract to a single supplier for the provision of the Council's Mobile Connectivity requirements.	City Treasurer / Chief Executive	January 2017 or later	Confidential Contract Report with Recommendations	Bob Brown CIO Information, Communication and Technology Tel: 0161 234 5998 bob.brown@manchester.gov.uk Michael Shields Procurement Manager Tel: 0161 234 1009

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
					m.shields@manchester.gov.uk
Children and Families Software System Ref: 2016/11/25C	To seek approval to award a contract to a single supplier for the provision of a Children and Families Software System	City Treasurer/Chief Executive	January 2017 or later	Confidential Contract Report with Recommendations	Bob Brown CIO Information, Communication and Technology Tel: 0161 234 5998 bob.brown@manchester.gov.uk Michael Shields Procurement Manager Tel: 0161 234 1009 m.shields@manchester.gov.uk
Northwards Housing Programme Ref: 2016/11/25E	The approval of Capital expenditure for Northwards Housing	City Treasurer	March 2017	Gateway 5	Ian Runacres Project Manager Tel: 0161 234 4953 i.runacres@manchester.gov.uk
Provision of Strategic Partner (Programme and Project and Commercial) and Strategic Partner (Highways Engineering Design) for the Capital Programmes and Property Dept.	To seek approval to award contracts for Lot One - Strategic partner (Programme and Project and Commercial) and Lot Two – Strategic Partner (Highways Engineering Design) for the Capital	Chief Executive in consultation with the City Treasurer and the Strategic Director (Development)	January 2017 or later	Confidential contract report with recommendations and supporting documents.	Paul Stanion Interim Head of Compliance and Performance Capital Programmes and Property Tel: 0161 219 6258 p.stanion@manchester.gov.uk John Finlay

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Ref: 2016/05/13A	Programmes and Property Dept. The contract duration is 2 years with an option to extend for up to a further four years. The anticipated commencement date is September 2016.				<p>Framework Manager North West Construction Hub (NWCH) Tel: 0161 219 6530 j.finlay@manchester.gov.uk</p> <p>Neil Davies Senior Procurement Officer Corporate Procurement Tel: 0161 234 3005 n.davies@manchester.gov.uk</p>
Library Strategy 2020 Ref: 2016/05/13B	Capital expenditure approval.	City Treasurer	January 2017 or later	Gateway 5 (procurement document)	Neil MacInnes Strategic Lead Libraries, Galleries and Culture Tel: 0161 234 1392 n.macinnes@manchester.gov.uk
The provision of mortuary and post-mortem services Ref: 2016/07/11A	The appointment of a provider to deliver mortuary and post-mortem services following a tender exercise.	City Solicitor	January 2017 or later	Report and recommendation	Mike Worsley Procurement Manager Tel: 0161 234 3080 mike.worsley@manchester.gov.uk
Data Sciences Framework Ref: 2016/09/01C	To seek approval to appoint a number of companies under a framework agreement to help in the Council's	Chief Executive in consultation with the City Treasurer	January 2017 or later	Confidential contract report with recommendation	Chris Johnson Procurement Officer Tel: 0161 234 33085 c.johnson1@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
	<p>delivery of its research, intelligence and governance work, in support of its wider objectives.</p> <p>The agreement will be for a two year period with an option to extend for a further two years commencing October 2016.</p>				<p>Paul Holme Research and Intelligence Manager Tel: 0161 234 4566 p.holme@manchester.gov.uk</p>
<p>Disposal of the former Minehead Centre site, Dermot Murphy Close, Old Moat, Manchester, M20 1FQ</p> <p>Ref: 2016/10/03E</p>	<p>To dispose of a 1.90 acre site that was previously occupied by the former Minehead Centre on Dermot Murphy Close, Old Moat, Manchester, M20 1FQ. Southway Housing Trust has proposed to develop 53 flats and 10 houses for adults over the age of 55 years at affordable rent or affordable ownership.</p>	<p>Chief Executive</p>	<p>January 2017 or later</p>	<p>Briefing Note</p>	<p>Anthony Payg Career Graded Development Surveyor Development Team Strategic Development Growth & Neighbourhoods Tel: 0161 234 3637 Mob: 07904 673 828 a.payg@manchester.gov.uk</p>
<p>The Provision of Temporary Staffing Supply</p>	<p>The appointment of a Provider to deliver Temporary Staffing</p>	<p>Deputy Chief Executive (People)</p>	<p>January 2017</p>	<p>Report & Recommendation</p>	<p>Mike Worsley Procurement Manager Tel: 0161 234 3080</p>

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Ref: 2016/12/19A	Supply.				mike.worsley@manchester.gov.uk
Looked After Children Investment Fund Ref: 2016/03/16B	To approve the continued draw down from the Looked After Children Investment Fund as required throughout 2016/17.	Chief Executive in consultation with the City Treasurer	Before 31 March 2017	Not Applicable	Paul Marshall Strategic Director of Children's Services Tel: 0161 234 3804 paul.marshall@manchester.gov.uk Simon Finch Head of Finance Children and Families Tel: 0161 234 5016 s.finch@manchester.gov.uk
Acquisition of land – Holt Town Ref: 15/044	Approval to acquire key strategic interests in East Manchester.	Strategic Director (Development)	January 2017 or later	Executive Report 16 August 2014	Steve Thorncroft Head of Development Tel: 0161 234 3030 s.thorncroft@manchester.gov.uk
Disposal of land off Brook Street, Manchester Ref: 15/050	Granting of a long leasehold interest in land off Brook Street, Manchester.	Chief Executive	January 2017 or later	Briefing note and Heads of Terms for the transaction	David Lord Principal Development Surveyor Tel: 0161 234 1339 d.lord@manchester.gov.uk
Siemens Campus Ref: 2016/03/30A	Release of covenants affecting land.	Strategic Director (Development) in consultation with the Head	January 2017 or later	Legal Agreement Development Framework	Laura Green Senior Development Surveyor Tel: 0161 234 1258 l.green3@manchester.gov.uk

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
		of Development			
Princess Road / Barnhill Street Ref: 2016/04/26A	To seek approval for the grant of a new 150 year lease of land at the former Barnhill Nursery site and the adjacent former petrol filling station site, for residential development.	The Chief Executive	January 2017 or later	Report to the Chief Executive	Mike Robertson Senior Development Surveyor Development Team Tel: 0161 234 1260 m.robertson@manchester.gov.uk
Land at Princess Parkway, Moss Side Ref: 2016/05/24B	Disposal of Land for Redevelopment.	Strategic Director (Development)	January 2017 or later	Heads of Terms	Laura Green Development Team Growth and Neighbourhoods Tel: 0161 234 1258 l.green3@manchester.gov.uk
Land at Bentinck Street Industrial Estate and surrounding area to be known Churchgate Ref: 2016/05/25	Lease re-gears to include additional land to allow for residential developments by De-Trafford Estates Ltd.	Chief Executive	January 2017 or later	Heads of Terms	Lorraine Horne Development Surveyor Tel: 0161 234 1283 l.horne@manchester.gov.uk Steve Thorncroft Head of Development Tel: 0161 234 1202 s.thorncroft@manchester.gov.uk
Mayfield Redevelopment	To dispose of the Council's land under	The Executive	January 2017 or later	Report to Executive	Hilary Sayers Development Coordinator

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Ref: 2016/06/28B	the terms agreed for the Joint Venture Vehicle to facilitate the development.				City Centre Regeneration Tel: 0161 234 3387 h.sayers@manchester.gov.uk Peter Hill Development Team Tel: 0161 219 6792 p.hill@manchester.gov.uk
Land adjacent to Manchester Enterprise Academy Ref: 2016/07/11C	To seek approval for the grant of a new 250 year lease of land adjacent to Manchester Enterprise Academy for residential development.	Chief Executive	January 2017 or later	Report to the Chief Executive	Mike Robertson Senior Development Surveyor Development Team Tel: 0161 234 1260 m.robertson@manchester.gov.uk

Decisions that were taken before the publication of this report are marked * (none)

2b. Key Decisions exempt from call in: None

3. Items for information:

- 3.1 Council Motions – See Appendix 2.
- 3.2 Outcomes of the Clean City Fund – See Appendix 3.
- 3.3 Manchester Legal Services – Models of delivery for legal services – See Appendix 4.
- 3.4 A comparison of compensation claims with AGMA and Core Cities – **This item will follow.**
- 3.5 EU Referendum - no further information is available at the present time. A further update will be submitted to the 2 February 2017 meeting.

**Resources and Governance Scrutiny Committee
Work Programme –January 2017**

Thursday 5 January 2017, 10.00am (Report deadline Wednesday 21 December 2016)				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
The Financial Settlement	To receive an update on the financial settlement	Councillor Flanagan	Carol Culley	
Localised Council Tax Support Scheme	To receive an update on the proposals for the Localised Council Tax Support Scheme following the public consultation.	Councillor Flanagan	Carol Culley/ Julie Price	Executive Report
Devolution- to receive a number of reports updating the Committee on aspects of devolution which fall within its remit				
Governance	To receive an update on devolution in respect of governance issues. To include an update on the AGMA/GMCA Scrutiny Review. To include an update on the recent Combined Authority Order.	Councillor Leese	Liz Treacy/ Andrea Zieme/ Poornima Karkera/ Julie Connor/ Sylvia Welsh (GMIST)	See minutes May 2016 and November 2015 Invite to AGMA scrutiny representatives
Governance around Restrictions on Events and Publicity at Elections and Referendums	To request a report explaining the governance around the Restrictions on Events and Publicity at Elections and Referendums, including purdah guidance.	Councillor Leese	Liz Treacy/ Kate Brown	See minutes May 2016

Register of Key Decisions	To request an update on the delivery of information to members around key decisions. To include an explanation of the process and language used for communicating decisions to be made to members and the public.	Councillor Leese	Liz Treacy/ Donald Connolly	See minutes May 2016
Overview Report	<p>The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.</p> <p>Items for information:</p> <p>1. Key decision exemptions – To include information on any key decisions which the Chair of the Committee will be asked to exempt from call in</p> <p>2. Council Motions- 6 monthly update</p> <p>3. Compensation. To include: a comparison of compensation claims with AGMA and Core Cities; an analysis of the reasons for the increased proportion of disability discrimination related claims; how any learning from employment tribunals is incorporated into Council policies and procedure; an analysis of the true cost of claims including the indirect costs to other services</p> <p>4.To include an Item for Information on the Outcomes of the Clean City Fund which considers how the Airport Dividend has been spent and how maximum value for money has been achieved. To include feedback from residents and a breakdown of tenure when considering recycling rates in high rise buildings.</p> <p>5. EU Referendum (if applicable)</p>	- Councillor Rahman/ Flanagan	<p>Kate Andrews Sara Todd/Fiona Worrall/ Courtney Brightwell</p> <p>Liz Treacy/ Kate Brown Carol Culley/ Tom Powell/ Mark Duncan</p>	Item on Clean City to be shared with members of Neighbourhoods and Environment Scrutiny and Economy Scrutiny.
Finance	Committee will receive two presentations in respect of finance issues connected to devolution:	Councillor Leese	Richard Paver/	Invite to Chairs of

	<ul style="list-style-type: none"> • Association of Greater Manchester (AGMA) /Combined Authority (CA) Budget Update • Housing Investment Fund Update <p>Following the presentations a further confidential report will be considered</p>		Janice Gotts/ Andrew McIntosh	Neighbourhoods and Environment and Economy Scrutiny.; See Economy Scrutiny minutes January 2016.
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Thursday 2 February 2017, 10.00am (Report deadline Monday 23 January 2017)				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Budget Reports	To receive an update on the Councils Budget options.	Councillor Flanagan	Carol Culley	
ICT Update	The Committee currently receives regular progress updates from ICT. To request that future updates include: information on business transformation, data and information as an asset, information security, and technology innovation including the internet of everything.	Councillor Flanagan	Carol Culley/ Bob Brown	See October 2016 minutes
The Council's Budget Response to the result of the EU referendum	To receive an update at each meeting on any identified budgetary implications following the EU referendum decision.	Councillor Flanagan	Carol Culley	
Overview Report			Kate Andrews	

Monday 20 February 2017, 10.00am (Report deadline Wednesday 8 February 2017) *BUDGET SCRUTINY*				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Budget Reports	To receive a number of reports detailing the Councils Budget proposals.	Councillor Flanagan	Carol Culley	

Thursday 2 March 2017, 10.00am (Report deadline Monday 20 February 2017)				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
The Refurbishment of the Town Hall: Our Town Hall	To receive a further update on the progress prior to Executive. To note the historical value of Option 4. To request that alternative options be explored for addressing this, and the findings provided in a future report to the Committee at an appropriate time.	Councillor Priest	Sara Todd/ Sean McGonigle	Executive Report See minutes November 2016
Manchester Central	To consider the impact of the closure of the Town Hall on Manchester Central.	Councillor Flanagan	Carol Culley	See minutes July 2016
The Council's Budget Response to the result of the EU referendum	To receive an update at each meeting on any identified budgetary implications following the EU referendum decision.	Councillor Flanagan	Carol Culley	
Overview Report			Kate Andrews	

Items To be Scheduled				
Item	Purpose	Executive Member	Strategic Director /	Comments

			Lead Officer	
ICT Update	The Committee currently receives regular progress updates from ICT. To request that future updates include: information on business transformation, data and information as an asset, information security, and technology innovation including the internet of everything.	Councillor Flanagan	Carol Culley/ Bob Brown	See July 2014 minutes
Corporate Core Review	To request a further report on the Corporate Core Review in the new municipal year.	Councillor Flanagan	Liz Treacy	See minutes January 2016
Business Units Peer Review	To request a further report on the outcome of the review and the impact of this at an appropriate time.	Councillor Flanagan	Carol Culley/ Elaine Heggie	See minutes January 2016
Ethical Procurement Policy and the implementation of recommendations of the Ethical Procurement Task and Finish Group	To request that should the policy be adopted, a further report is provided to Resources and Governance Scrutiny Committee 6 months after its introduction. To consider in conjunction with an update on the recommendations of the Final Report of the Ethical Procurement Task and Finish Group.	Councillor Flanagan	Ian Brown	See minutes October 2016.
Energy	To request a report on the opportunity the Council is exploring to enter the energy market, which is being developed at the Greater Manchester level.	Councillor Flanagan	Carol Culley/ David Lea	See minutes of the Economy Scrutiny Committee on 14 January 2015
Revenues and Benefits Annual Update	To request that future updates include further information on deprivation across the city; and the reasons for any lengthy application processing times.	Councillor Flanagan	Julie Price	See minutes June 2016
Staff Accommodation	To request a future update following the stock	Councillor	Julie	

	condition survey of the operational estate, to include the capacity of buildings to accommodate staff.	Priest	Roscoe	
ICT: Information and Data Strategy	To request a report be provided on the Information and Data Strategy to the Committee at an appropriate time.	Councillor Flanagan	Bob Brown	See minutes July 2016
Corporate Property Annual Report	To receive the Corporate Property Annual Report	Councillor Priest	Eddie Smith Steve Thorncroft	See minutes September 2016 June 2017 - TBC
ITEM FOR INFORMATION: Business Rates	To request an item for information on the proposals for business rates retention at an appropriate time.	Councillor Flanagan	Carol Culley	See minutes September 2016
ITEM FOR INFORMATION: Corporate Property Annual Report	To request an item for information be provided to the Committee regarding the Council's outsourced property management contract once the re-tendering process is complete.	Councillor Priest	Eddie Smith Steve Thorncroft	See minutes September 2016
Transatlantic Trade Investment Partnership	To consider the issues raised at an appropriate time	TBC	TBC	See minutes November 2016 Invitation to petition organiser
Manchester Growth Company	To consider requesting a report from Marketing Manchester.	TBC	TBC	See minutes November 2016

Appendix 2 – Action on Council Motions

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
30 November 2016	Domestic Abuse evidence letter fees – Scrap the Fee campaign	<p>Tackling domestic violence and abuse is a key priority for Manchester City Council. For many years, we have had, and continue to have, a zero tolerance approach.</p> <p>Manchester City Council believes that it is everyone’s responsibility to stop domestic violence and abuse and it is our ambition that people treat one another with respect and compassion.</p> <p>Yet between April 2014 and March 2015 domestic abuse incidents reported in the city increased by 35%.</p> <p>National statistics have not changed for decades - 2 women are killed every week in England and Wales by a current or former partner. 1 in 4 women will experience domestic violence in their lifetimes.</p> <p>Legal Aid is a lifeline for women in the city fleeing domestic abuse. It helps them to protect themselves, their children and secure their financial situation. Yet due to Government changes to the rules for women to qualify for legal aid they now need to</p>	Hazel Summers	Councillor Andrews	<p>Letter to Secretary of State for health and Minister for Prevention of Domestic abuse</p> <p>Contact to be made with Interim Mayor</p>

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>provide a prescribed piece of evidence to prove they have been subjected to abuse.</p> <p>One of the accepted forms of evidence is a letter from a GP. However some GPs charge a fee – in some cases as much as £75 – to produce that letter.</p> <p>No GP should charge victims of domestic abuse for a letter they need to access legal aid. It's unfair. It's immoral. And it has to stop.</p> <p>Manchester City Council will:</p> <ol style="list-style-type: none"> 1. Support the Scrap the Fee campaign which was established by Tom Watson MP following a plea from Wythenshawe Safe Spots. 2. Call on the Government to scrap this unfair and unjust charge by bringing this service back under the NHS contract. 3. Resolve to use its strengthened relationship with GPs through Health & Social Care Devolution to work with them to bring about a 'Manchester GPs pledge' to not charge for legal aid evidence letters 			

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>in cases of domestic abuse.</p> <p>4. Work with the Greater Manchester Mayor to highlight this campaign across all 10 Greater Manchester Councils.</p>			
30 November 2016	Recognising and acknowledging diverse needs of children in Adoption and Fostering	<p>This Council notes that Manchester is one of linguistically diverse City in Europe where over 200 languages are spoken and it is comfortable and proud for its diversity and its heritage.</p> <p>This Council notes that number of children in Local Authority Care has now reduced from 1,294 it stands at 1,237 between April 2015 and March 2016.</p> <p>We recognise that the majority of looked after children in our care are from White British background due to abuse or neglect and the birth parents are unable to care for them.</p> <p>The Council notes that all children have diverse and often complex needs and we try to place them to the appropriate matched foster or adoptive carer. Statistics from our Corporate Panel shows that LAC come from Mixed, Black Asian and Minority Ethnic communities; 14% of children described as</p>	Paul Marshall	Councillor Sheila Newman	N/a

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>Black or Black British; 5% as Asian; and 18% as mixed.</p> <p>The Council further notes to continue our endeavours in engaging Manchester's diverse range of communities to attract wide range of potential foster and adoptive carers. The Council resolves to continue and redouble its effort in line with the spirit of Our Manchester to promote and develop new links and relationships and recruit more foster and adoptive carers.</p>			
5 October 2016	Census 2021	<p>This council notes:</p> <p>The obligations its owes to the Armed Forces community within Manchester City Council as enshrined in the Armed Forces Covenant; that the Armed Forces community should not face disadvantage in the provision of services and that special consideration is appropriate in some cases, especially for those who have given the most.</p> <p>The absence of definitive and comprehensive statistics on the size or demographics of the Armed Forces community within the city of Manchester. This includes serving regular and reserve personnel, veterans, and their families.</p>	Chief Executive/ Kate Brown	Councillor Sue Murphy/ Councillor Bernard Priest in consultation with Councillor Tommy Judge	<p>Letter sent to Speaker of the House, Minister and UK Statistics Authority. ONS recognise the clear need for information on the armed forces and are continuing to discuss how this can be done with interested parties as well as MoD</p> <p>Ongoing discussions with Broughton House regarding their development plans</p>

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>That the availability of such data would greatly assist the council, local partner agencies, the voluntary sector, and national Government in the planning and provision of services to address the unique needs of the Armed Forces community within the city of Manchester</p> <p>In light of the above, this council moves to support and promote the Royal British Legion's call to include a new topic in the 2021 census that concerns military service and membership of the Armed Forces community. We further call upon the UK Parliament, which will approve the final census questionnaire through legislation in 2019, to ensure that the 2021 census includes questions concerning our Armed Forces community.</p> <p>This Council remains concerned that the exemplary care and support for Veterans provided through the Royal Chelsea Hospital in London has no equivalent in the north of England, and calls on the Chief Executive to explore with the Royal British Legion options to create facilities in Manchester which would correct this imbalance.</p>			

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
5 October 2016	Manchester City Council opposes the expansion of selective schools	<p>Manchester City council believes that our young people need the best start in life. The council has worked hard to maintain a family of schools in spite of this government's creation of a fragmented education system. Manchester's schools have achieved excellent results in spite of the constant and disruptive changes to the education system under this Tory and the previous coalition government.</p> <p>At a time when an even greater focus is needed on fostering better relations in and between communities, this council notes the government's proposal to encourage the opening of more new Grammar Schools.</p> <p>This council believes that:</p> <ol style="list-style-type: none"> 1. There is little evidence to prove that grammar schools are the solution to help the majority of students. We support the OECD's position that countries with selective education systems, on average, perform less well than countries with more comprehensive education systems 2. There is clear evidence to show that pupil selection discriminates against children 	John Edwards	Councillor Sheila Newman	None required directly from motion

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>and young people from less affluent backgrounds with lower attainment for those students outside of the system in areas where there are higher levels of pupil selection.</p> <p>3. There is evidence to suggest that in England, the highest-performing boroughs and counties are comprehensive.</p> <p>4. This proposed policy is a distraction from the greater challenges facing education such as the recruitment of more qualified teachers, the shortage of schools places and cuts to budgets.</p> <p>5. This approach to pupil selection risks creating a two tier system and an ‘us and them’ division within education at a time when we need more than ever, to be bridging the gaps between the ‘haves’ and the ‘have nots’. This proposed policy will not end ‘selection by house price’.</p> <p>6. This government should be focussed on trying to improve schooling across the board seeking to raise aspirations and attainment amongst all of our pupils – rather than the few.</p>			

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>Manchester Council will campaign to oppose the promotion of Grammar Schools in our city and seek to preserve the inclusive family of schools approach in our city aimed at providing the best possible education for all Manchester's children.</p> <p>We call upon the government to abandon its plans to drive an even greater wedge between the rich and the poor through this policy and to focus its energies on investing in and supporting a system that raises standards and attainment across our entire school education system.</p>			
5 October 2016	Make fair transitional state pension arrangements for 1950's women	<p>The Council calls upon the Government to make fair transitional state pension arrangements for all women born on or after 6th April 1951, who have unfairly borne the burden of the increase to the State Pension Age (SPA) with lack of appropriate notification.</p> <p>Hundreds of thousands of women had significant pension changes imposed on them by the Pensions Acts of 1995 and 2011 with little/no/personal notification of the changes. Some women had only two years notice of a six-year increase to their state</p>	Chief Executive/ Kate Brown	Councillor John Flanagan	Letter sent to Damien Green MP, Secretary for Work and Pensions. Reply received on 30 November which stated the government's position and did not support the Council's motion to reconsider transitional arrangements.

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>pension age.</p> <p>Many women born in the 1950's are living in hardship. Retirement plans have been shattered with devastating consequences. Many of these women are already out of the labour market, caring for elderly relatives, providing childcare for grandchildren, or suffer discrimination in the workplace so struggle to find employment.</p> <p>Women born in this decade are suffering financially. These women have worked hard, raised families and paid their tax and national insurance with the expectation that they would be financially secure when reaching 60. It is not the pension age itself that is in dispute - it is widely accepted that women and men should retire at the same time.</p> <p>The issue is that the rise in the women's state pension age has been too rapid and has happened without sufficient notice being given to the women affected, leaving women with no time to make alternative arrangements.</p> <p>The Council calls upon the Government to reconsider transitional arrangements for</p>			

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>women born on or after 6th April 1951, so that women do not live in hardship due to pension changes they were not told about until it was too late to make alternative arrangements.</p>			
16 July 2016	Academies	<p>This Council recognises that:</p> <p>(a) this government has created a fragmented school system.</p> <p>(b) Manchester has a strong single family of schools with a broad mix of types of schools which include academies, free schools, community schools and faith schools.</p> <p>(c) Manchester's family of schools have an emphasis on local leadership structures and a developing and strengthening self-improvement system.</p> <p>(d) Manchester has a primary school system where 90 per cent of children attend a good or outstanding school.</p> <p>The Council notes that the Government in its White Paper has expressed its intention to force all schools to become Academies by 2022. Following widespread criticism of the plans, the Government have since stated they will not legislate to force successful schools to become Academies. However</p>	John Edwards	Councillor Sheila Newman	Response required

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>many parents, teachers and governors are worried that the government still intends to force schools to become academies against their will.</p> <p>This Council rejects the government's attempts to force good and outstanding schools to academies and recognises it as driven by ideology rather than improving schools. This Council supports the LGA position and asserts we are opposed to successful schools being forced to become Academies. We believe schools rated Good or Outstanding should be allowed to determine their own future.</p> <p>The implications of the Next Steps are that schools could be forced into academisation in local authority areas where it is judged the LA is no longer viable to support schools - either where a critical mass of schools are academies or the LA fails to meet a minimum performance threshold.</p> <p>We instruct the Chief Executive to write to the Department of Education and ask them to clarify what the implications of the Next Steps will be for Manchester Schools. The Government must not be allowed to carry out</p>			

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>their plans by the back door- a proposed “tipping point” should not be used by the Government to carry out their plans without legislation and we urge that the figure for a critical mass of schools being Academies to be set at a level that is genuinely unsustainable.</p> <p>The Government obsession with school structures based on ideology has nothing to do with raising standards or outcomes for children in Manchester. Primary schools in Manchester are facing significant challenges with budget pressures and changes to curriculum and assessment and forcing good and outstanding schools to academise is an unnecessary distraction.</p> <p>Manchester Council will campaign to oppose the enforced academisation of our very successful primary school sector and work with all schools in the city to improve outcomes for Manchester children.</p>			
16 July 2016	Gender Balance	<p>This Council welcomes that the majority of elected members are now women. This Council has worked hard to ensure that there is a gender balance to reflect the communities it represents.</p>	N/a	Councillor Sue Murphy	N/a

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>From this achievement, this Council must work further towards its departments reflecting the make up of Manchester. This hard work must continue so that this Council fully represents its communities.</p> <p>All parties on this Council commit to ensuring gender equality</p> <p>We thank those who have put in all the hard work to make this success achievable.</p>			
16 July 2016	Highways	<p>1.Council notes the very high frequency with which the condition of Manchester's road network was raised by respondents to the Budget Consultation earlier this year.</p> <p>2.Council believes that the poor condition of road surfacing is the single most frequently raised issue with members by residents citywide</p> <p>3.Council realises the very real impact poor road condition has on residents' sense of pride in their streets and their safety as road users as well as being a major inhibitor of the city's potential for economic growth.</p> <p>4.Council does also recognise that the deterioration of roads is a national issue with the worst affected area being the South West according to a recent RAC survey. The impacts of the LibDem/Tory Coalition cuts</p>	Kim Dorrington	Councillor Rosa Battle	Update to be provided prior to Scrutiny Committee on work to develop investment strategy

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>have led to an estimated £12billion highways maintenance backlog across the country.</p> <p>5.Council notes the increased pressure on Highways Reactive Maintenance budgets for temporary road repairs such as pothole filling as a result of the deterioration of road surfacing.</p> <p>6.Council further notes that the 70% reduction in headcount within Highways Services since 2010 has reduced the capacity of the service to respond to the additional challenges it faces.</p> <p>7.Despite the above, Council does not believe the current rate of deterioration can be allowed to continue.</p> <p>8.Council therefore resolves to call on the Executive to consider developing a long term investment plan for the city's highways to bring them up to a decent condition.</p> <p>9.Highways includes both the carriageways themselves and also for example the footways, cycleways, crossings, junctions, signals, signs, lines and other facilities, which together help all our Manchester people to get round efficiently and in safety and comfort.</p>			
16 July 2016	Better Care: a living wage for social care	Manchester Council has a history of listening and acting with the best interests of Manchester people. Manchester City Council	Hazel Summers	Councillor Paul Andrews	A Members Task and Finish Group has been reviewing Homecare and

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
	<p>staff</p>	<p>introduced the Manchester Minimum Wage in 2008, and in 2014 the Council passed a motion to support in support of a Living Wage for all directly and indirectly employed staff, including staff employed by MCC's contractors and sub-contractors, and employees in the city's schools. Progress to date is to be commended.</p> <p>There is a national crisis in the funding of adult social care. This government has left Manchester with a funding crisis and with council budgets stretched and demand increasing, the task of providing quality care services has become more and more difficult. In residential care especially, there is growing private funded market. Academic research (CRESC, 2016) claims that the biggest residential care providers operate on 12% profit margin, which it compares to Tesco who expect a profit margin of 2-4% next year. CRESC, 2016 http://www.cresc.ac.uk/medialibrary/research/WDTMG%20FINAL%20-01-3-2016.pdf</p> <p>Research should be undertaken in Manchester to understand if this is the case.</p> <p>Manchester's residential and home care</p>			<p>recommendations will inform the new model</p> <p>A new GM model for Homecare is being developed. Manchester is very influential in the design of this model. This has not yet been finalised</p>

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>market is fragmented with a mixture of social enterprises, charities, housing providers, small companies and large private companies, delivering care. Manchester City Council is committed to delivering a high quality, integrated care system that best meets the needs of its citizens</p> <p>This council believes:</p> <p>Across the country the care sector workforce is made up of predominately low paid women, often on precarious contracts with limited terms and conditions. Research shows that care outcomes are improved, when the workforce is properly trained and paid, reducing staff turnover and driving up standards.</p> <p>In the context of devolution and integration, this is a key time for a new vision of what a coherent and integrated social care system would be. A care system that pays a living wage; provides decent conditions for social care workers and offers future job prospects and training for carers.</p> <p>We recognise that the Council cannot be a lone voice in driving up standards and</p>			

Meeting	Title	Resolution	SMT Lead	Lead Executive Member	Action Taken
		<p>wages, and there must be a Greater Manchester wide approach in bringing businesses, social enterprises and voluntary sector providers with us. Manchester should take a lead in influencing this agenda at a Greater Manchester level and ensure that these values are embedded in to Manchester's Locality Plan and its approach to social care.</p> <p>Therefore, this council resolves:</p> <ul style="list-style-type: none"> •Manchester care services to work towards a real living wage for commissioned social care staff. •Current practises around living wage are monitored within commissioned providers. •During the review of Manchester's Home Care provision, it takes in to consideration staff pay and training. •Manchester uses its influence within devolution to argue for a high quality, sustainable and effective residential and home care system, exploring new models of working where appropriate. 			

Clean City Project

Interim Evaluation 2 – January 2017

Place and Core Performance & Intelligence Team

Contents

1. Executive Summary

1.1 Background

The Executive on 11 September 2013 agreed to the establishment of Clean City, utilising a one-off Airport Dividend of £14.5m. Due to the one-off nature of this funding it was agreed it would be used in such a way that is aligned to the strategic priorities of the city, but does not lead to commitments for ongoing expenditure and builds capacity within communities to maintain improvements in their neighbourhoods.

The Clean City project began in April 2014 with the aim of improving the quality of the environment in the city through clear and creative proposals designed to bring about sustainable improvements and behaviour change. The funding was to be used to support proposals in 2014/15 and 2015/16.

1.2 Overview of Inputs

A total of £14.39m has been committed to date to support the delivery of Clean City projects. The table below provides a breakdown by theme.

Theme	Total Funding (Revised final budget)	
*Communities and Neighbourhoods	£	6,239,125
City Wide Infrastructure	£	3,980,721
Parks and Community Spaces	£	2,227,091
Greening Strategy	£	1,300,244
District Centres	£	322,243
Programme management	£	168,908
Schools / Education	£	156,102
Total	£	14,394,434

**Including CC213 Citywide Clean Up*

1.3 Value for Money

Value for money is measured against matching funding which has been secured in addition to the Clean City funding, as well as projects evidencing opportunities to save money and ensuring efficient use of resources. This is shown in outputs and outcomes that have been achieved to date.

Projects include in excess of 22,000 volunteers, 646 community groups, 35,139 school children and local businesses supporting activities ranging from litter picks to general maintenance. A number of volunteer and groups have agreed to become community owners taking on the responsibility of future maintenance and care of projects.

Training sessions and communication through projects aims to educate and engage residents to encourage behaviour change and recognise the role they have to play in creating clean, green neighbourhoods.

Clean City funding has delivered in excess of 3,000 days of paid training to Manchester Young People. Thirty five young people have benefitted from this opportunity, developing real skills and undertaking real jobs within the Public Realm Team. As a result many have successfully gained employment within the City Council and other organisations.

As a result of the work taking place in parks many have been awarded Britain in Bloom, Royal Horticultural Society awards and Green Flags. The publicity surrounding these awards will attract more visitors and volunteers are being encouraged to support the nationally recognised projects taking place.

Many projects have increased opportunities to recycle creating savings through reductions to waste disposal costs by delivering on site recycling facilities and installing recycling bins in areas and building where it was previously not available.

£6.6M of match funding is profiled. The match funding is broken down as follows by theme:

Theme	Match Funding Total
City Wide Infrastructure	£6,345,900
Communities and Neighbourhoods	£3,150
District Centres	£13,500
Greening Strategy	£265,582
Parks and Community Spaces	£7,000
Schools/ education	-
Programme Management	-
Total	£6,635,132

Of the total profiled funding, £6,345,000 has been awarded by the Department for Transport to CC216 Highways Maintenance Challenge. A number of projects also received match funding from a housing trust and other projects also secured other funding from local business and organisations.

1.4 Overview of Outputs

To date 47 projects¹ have been approved under the umbrella of Clean City and a total of just over £14.39m has been committed. At the end of quarter 2 2016/17, 22² projects had completed. Of the approved projects to date many thousands of outputs have been achieved; this includes some projects that are completing more than their original agreed outputs.

Projects are delivering a wide range outputs aimed at improving the quality of the environment and changing behaviours. These include:

Citywide infrastructure – 651 litter bins and 540 new recycling bins installed, 247 residual waste containers removed, the purchase of two glutton machines, 875 tree cages removed, 179 drains repaired or replaced and 7,000 drains have been cleaned.

Communities and neighbourhoods – 13,635 bags of rubbish collected, 989 clean up events, 191,185 bulbs and/or trees planted, 168,015 sq. metres of Japanese knotweed treated. These projects also included 17,342 volunteers engaged in activity, 20 long-term volunteer clean champions, 38 resident-led projects implemented and 61 residents receiving training

Communities and neighbourhoods also includes the Citywide Clean Up project, by far the biggest Clean City project, which has to date completed 84 deep cleans, 1,056 miles of surface treated for weeds, 700 replacement street furniture installed, 20 district centres improved, 65 cleansing activities in the City Centre and 426 projects within parks completed including deep cleans and planting.

¹ Including programme management

² Including programme management

Greening strategy – 3,114 tree crowns lifted, 7,000 plants to increase food production, and 30 hectares of land cleared of litter and fly tipping. These projects also included 833 volunteer hours, 35 groups/organisations actively involved, 337 training sessions delivered, 254 children involved and 425 adult residents engaged.

Parks and community spaces – 184 sites cleared or maintained, 530 volunteers, 290 clean and green activity days, 60 school visits and 520 adults/children trained.

District centres – 16 litterbins and 4 recycling bins installed, 72 sites of untidy land cleared, 361 items of street furniture removed, installed or repaired.

Schools and education – 34,584 pupils involved, 1,018 litter picks undertaken, 3,837 residents/parents involved, 1,559 waste and recycling activities undertaken and 1,547 planting activities.

1.5 Overview of impact and outcomes

The Clean City project is playing an important role in transforming the appearance of the city and the appearance of its diverse neighbourhoods. The new strategy for the city, The Manchester Strategy, sets out a vision for Manchester by 2025 as a Liveable and Low Carbon City; a clean safe and welcoming city with excellent opportunities for both work and leisure. During the extensive consultation on the Strategy it was very clear that the appearance of the city centre and people's neighbourhoods is of paramount importance to residents and that issues such as litter, fly tipping and recycling are amongst their greatest concerns.

Views have been analysed from the residents' telephone survey which ended in March 2016. A new online resident's survey is due to go live at the end of 2016/17 and results of this will be included in future evaluations.

Residents' satisfaction with their local area has been increasing from the beginning of Clean City. Citywide satisfaction rose 3.1 percentage points to 80.7% by the end of 2015/16. In particular residents who are, 'very satisfied' with their local area has increased from 22.6% in quarter 4 13/14 to 36% in quarter 4 15/16. A total 23 of the 32 wards in Manchester saw a rise in satisfaction with local areas comparing the latest data to before Clean City began.

Under Clean City funding many projects are carrying out clean-up activities, litter picks and engaging and educating residents about the importance of clean, green neighbourhoods. Citywide satisfaction with keeping public land clean has been increasing; in 2015/16 67.2% of residents were satisfied. This level of satisfaction has not been reported citywide since 2011/12 (68.6%). Following an initial decline in perceptions of litter lying around percentage rates returned to similar levels reported before Clean City began (44.2% 15/16). All neighbourhood focus areas experienced this rise.

In total 90 parks across the city have benefited from Clean City funding and this was reflected in residents' growing satisfaction with parks and open spaces. In 15/16 80% of residents were satisfied, these levels were last seen in 2011/12 (84.5%). Satisfaction at the end of 15/16 saw a decline although overall satisfaction for the year was up.

This evaluation has used data on "requests for service", which show residents requesting various street environment issues be addressed or officers proactively reporting such issues/ These are affected by many factors including service and system changes and request levels fluctuate seasonally. July 2015 also saw the appointment of a new integrated contract with Biffa to deliver both waste and recycling collection and street cleansing services. Alongside this there have been various service changes including new waste collection services for households. Therefore, it is recommended that a longer-term analysis of requests is carried out to fully understand the impact of Clean City. Notwithstanding this data shows fly-tipping requests reduced by 3,000 and street cleansing by 580 comparing the year before Clean City began to the year after (13/14 to 14/15). Requests began to rise in 2015/16 and in the 12 month to October 2016 there were 2,786 more fly tipping incidents and 1,378 more reports of street cleansing compared to before Clean City.

Feedback from projects shows that residents are increasingly proud of their local areas and are working together to improve their environment. Projects featuring high levels of volunteers and engagement are communicating the message of Clean City and bringing about sustainable improvements and changing behaviours. Those involved are recognising the role they have to play in the city and through projects the Council will work with communities and organisations to take important steps towards the vision for Manchester's future.

1.6 Conclusion

The aim of Clean City projects is to have had a positive impact on the visual appearance and cleanliness of Manchester. The evaluation evidences this through the vast number of outputs, intelligence on value for money and qualitative feedback from projects and residents. Those involved in projects are recognising the role they have to play in the city and through projects the Council are working with communities and organisations to take important steps towards the vision for Manchester's future.

Despite these positive findings, some types of street environment requests for services are seeing an increase in volume. It could be that ongoing changes to services, including the new waste and recycling contract, have led to officers actively reporting more issues which have contributed to this trend. Resident satisfaction with their local area continued to rise during 2015/16 which suggests that Manchester's neighbourhoods are not suffering an increase in visual disamenity. Results from the new residents survey will inform the next evaluation and work will take place to cross reference visual amenity with public satisfaction to better understand what the data is showing. This will provide insight into whether requests for service are rising because of an increase in street environment issues or rising because residents are more inclined to report issues.

Measuring the sustainability of projects and behaviour change in a quantitative way is challenging at this stage and the impact may be seen after Clean City has concluded. For this reason, it is recommended that interim evaluations should continue to take place on an annual basis whilst projects are continuing to be delivered and a final evaluation will be produced a year after the final project is completed (2018/19).

2. Clean City Evaluation

2.1 Purpose

The purpose of the interim evaluation is to assess the level of Council and community input into Clean City projects, compare this to the outputs delivered and assess the outcomes and impact the projects have had on the city. This evaluation is therefore structured into three key areas: 'Inputs', 'Outputs' and 'Outcomes and Impact'. As some of the Clean City projects are complete whilst others are ongoing each of these areas is split into separate sections considering separately the totality of the projects and those projects that have now completed.

2.2 Scope of Evaluation

This interim evaluation focuses on the 22³ projects completed to date, whilst also looking at what has been achieved by the projects that are still ongoing.

The evaluation is broken down into the following sections:

- **Inputs** – This section details the profile of spend across Manchester and the approach taken to communicate Clean City. There is also a focus on the specific inputs for completed projects.
- **Outputs** – Based on the agreed outputs at the application stage, this section shows what products the inputs have led to, firstly for completed projects followed by the outputs achieved to date by ongoing projects.
- **Outcomes and Impact** – The outcomes and impacts section details what benefits the project outputs have had. This is demonstrated through analysis of perception data as well as requests for related services. This section also shows how projects have supported the guiding principles of Clean City through a selection of case studies from completed and ongoing projects.

2.3 Objectives of Clean City

Projects were required to evidence how they would meet the guiding principles of Clean City. The outputs section evidences the levels of community involvement and how projects are delivering value for money. Whilst qualitative data in the impact section touches on case studies from projects to evidence how they are performing against the guiding principles of Clean City, the nature of these case studies allows a greater understanding of sustainability and how behaviours have changed as a result of projects. The objectives of Clean City are

- **Visibility** - projects should make a difference people can see where they live and work.
- **Speed of implementation** - The impact of projects has to be felt by March 2016.
- **Sustainability** – projects should evidence how the improvement will be maintained after the one-off investment has ended.
- **Community involvement and behaviour change** – projects should show how communities will be involved in changing behaviour so that a new normal is created in terms of the way the council, partners and residents work together to keep the city clean and keep the streets and neighbourhoods looking their best.

³ Total includes programme management

- **Value for money** – projects should ensure efficient use of the resource, including opportunities to match the resources to other funds where appropriate e.g. CASH grants, businesses and others. Value for Money will also be measured in respect of the outputs delivered in return for Clean City funding.

2.4 Themes of Clean City

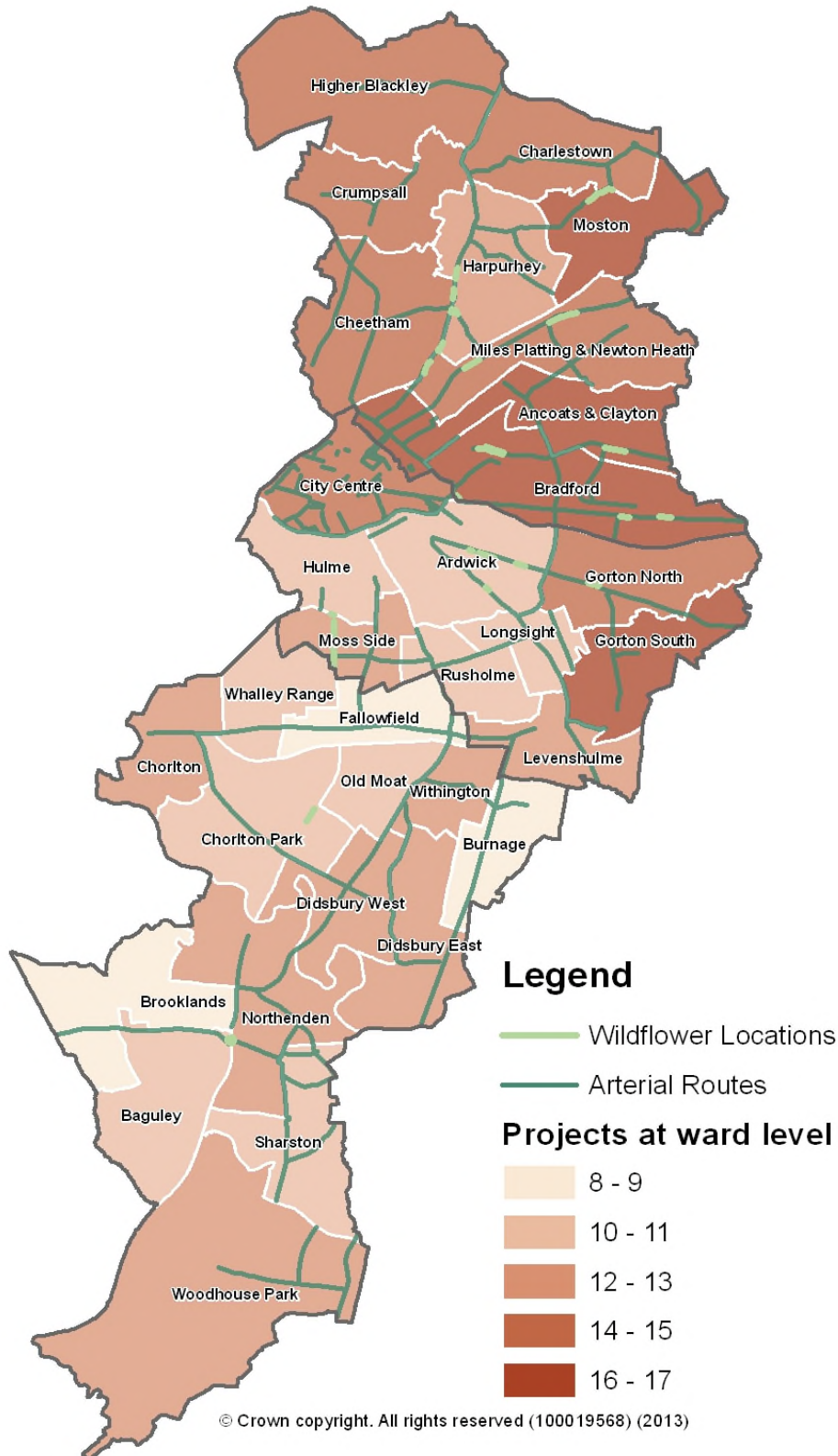
Throughout the evaluation projects have been grouped under various themes associated to Clean City to help define what they are delivering, these are detailed below.

- **City Wide Infrastructure** - Projects under this theme fall into the sub-themes of Bin Strategy, Equipment, Recycling and Highways & Built Environment. These projects have been designed to provide sustainable infrastructural improvements which enable more efficient cleansing, maintenance and recycling to be undertaken.
- **Greening Strategy** - Projects under this theme fall into the sub-themes of Food Growing, Greening City Centre, Greening Citywide, Biodiversity & Green Infrastructure and Sustainable Transport. These projects have been designed to provide sustainable low carbon solutions which encourage biodiversity and support the greening of the city.
- **Communities and Neighbourhoods** - Projects under this theme fall into the sub-themes of Business, Clean Ups, Enforcement, Japanese Knotweed and Weed-spraying. These projects have been designed to support communities, businesses and residents who want to make improvements in their neighbourhood at a very local, as well as delivering priorities identified by communities and businesses such as improvements to Parks including Play Areas and to District Centres.
- **District Centres** - Projects under this theme fall into the sub-themes of Redundant Street Furniture and District Centres. These projects have been designed to support the business community in delivering local priorities and growth, as well as ensuring our District Centres are clean, green and are at the heart of the communities and neighbourhoods.
- **Parks and Community Space** - Projects under this theme fall into the sub-themes of Park and Leisure and Stalled Development Sites / Unused Council Land. These projects have been designed to transform our parks benefit local communities as well as attracting more visitors to our green spaces; and to also tidy up stalled development sites to ensure they are not an eyesore in the short term.
- **Schools / Education** - These projects have been designed to engage with predominantly primary schools, children and parents to encourage behaviour change and awareness through local activity on issues such as recycling grow your own food and litter.

3. Citywide Clean City Projects

Clean City projects are being delivered across the city. The map below displays the coverage of projects at ward level.

Wards in the North and East of the city have had the highest number of projects being delivered, in particular Ancoats and Clayton, Gorton South, Moston and Bradford. Although wards including Fallowfield and Brooklands in the South have seen lower numbers, every ward in Manchester has had at least 8 projects working within them.



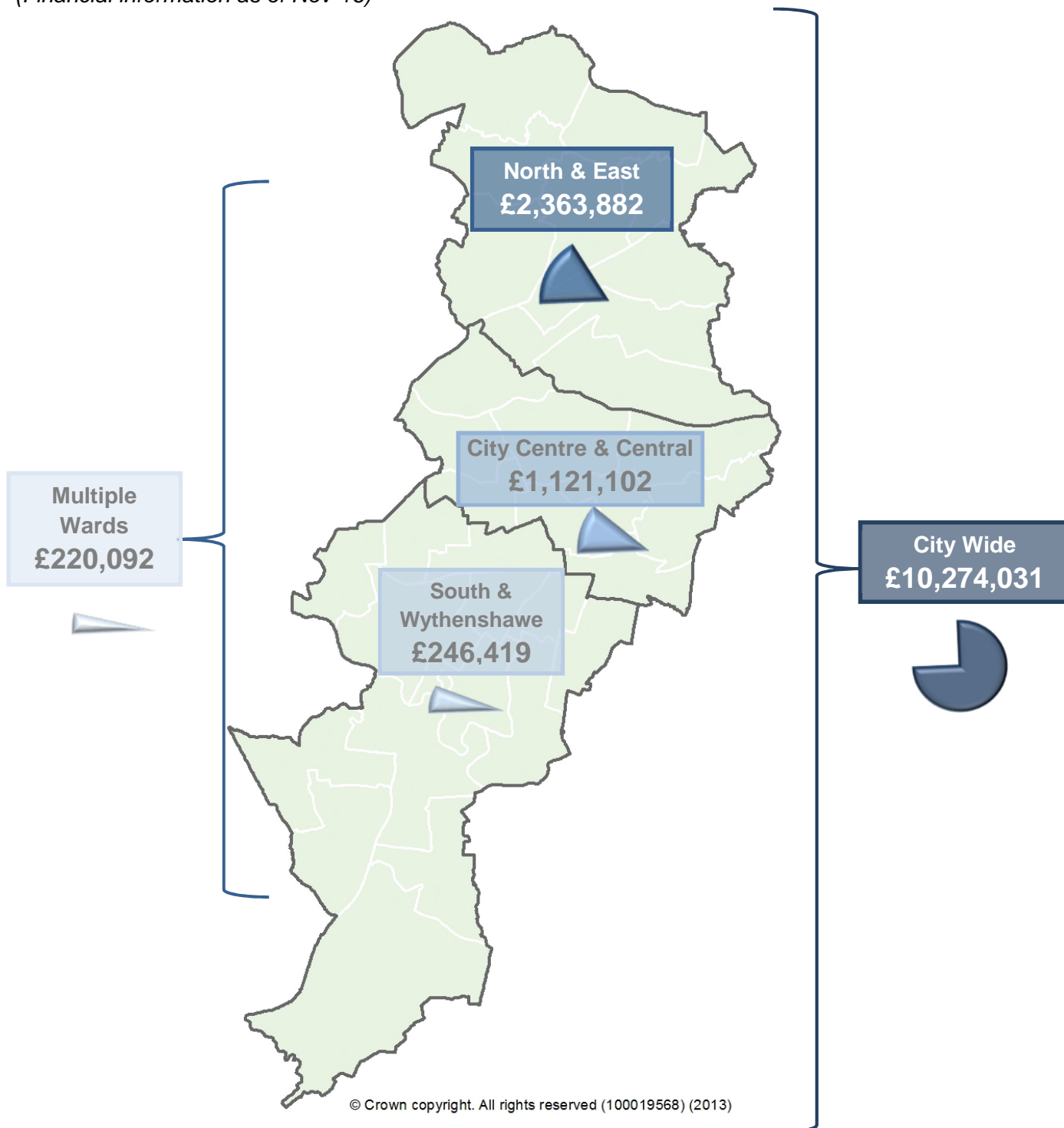
4. Inputs

A total of £14.39m has been committed to date to support the delivery of a range of initiatives spanning a number of themes related to the Clean City brief. The map below shows the total spend committed by area and across the city

4.1 Citywide Inputs

4.1.1 Profile of spend across Manchester

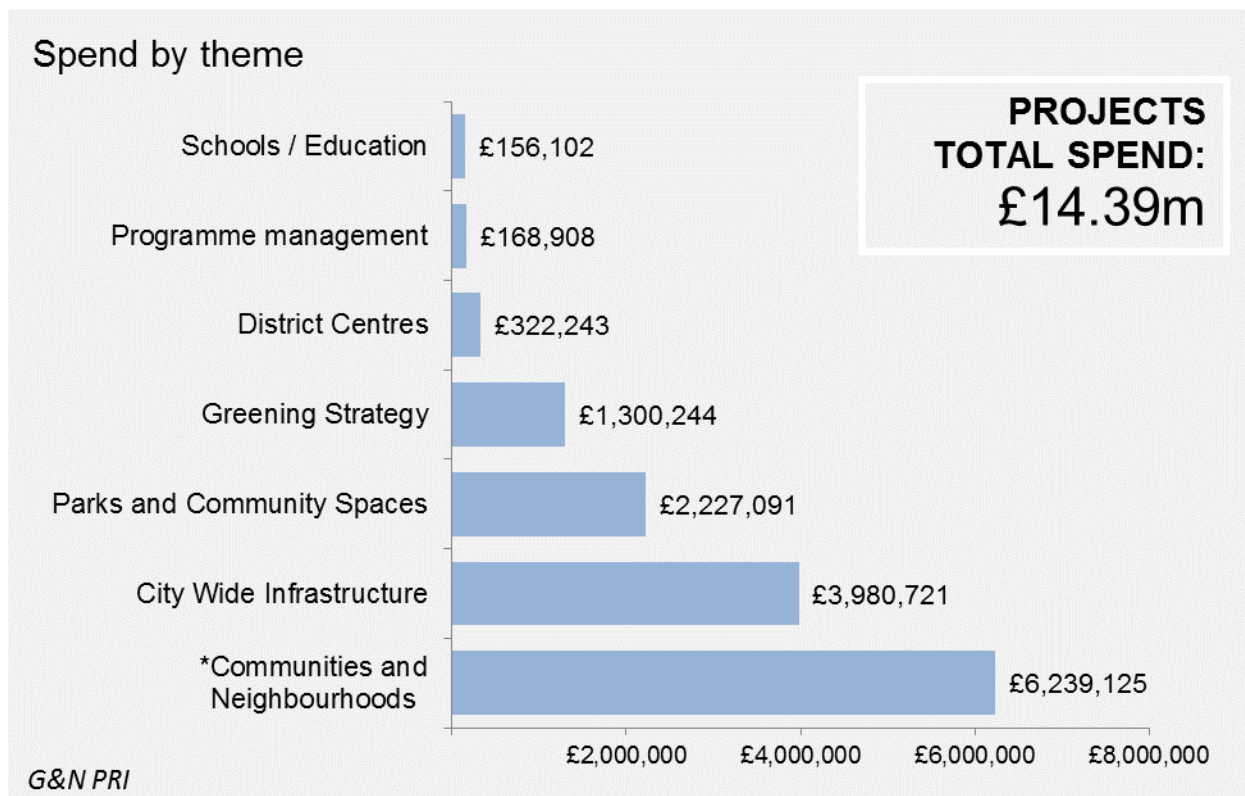
(Financial information as of Nov-16)



(£168,908.36 has been spent on programme management)

4.1.2 Citywide spend by theme
(Financial information as of Nov-16)

The graph below provides a breakdown by theme.



* Including CC213 Citywide Clean Up

4.1.3 Match Funding

£6.6M of match funding is profiled. The match funding is broken down as follows by theme:

Theme	Match Funding Total
City Wide Infrastructure	£6,345,900
Communities and Neighbourhoods	£3,150
District Centres	£13,500
Greening Strategy	£265,582
Parks and Community Spaces	£7,000
Schools/ education	-
Programme Management	-
Total	£6,635,132

Of the total profiled match funding, £6,345,000 has been awarded by the Department for Transport to CC216 Highways Maintenance Challenge. A number of projects also received match funding from a housing trust and other projects also secured other funding from local business and organisations.

4.1.4 Citywide Communications Approach

Communication is an essential part of Clean City ensuring residents are aware that Clean City projects are happening and what they are achieving. Encouraging people to get involved in projects and ensure work taking place is as visible as possible supports many of the principles of Clean City.

Clean City branded materials have enhanced the visibility of the projects both whilst being delivered and longer term. These include high visibility vests and t-shirts for adults and children and banners displayed in schools, parks and clean up areas.

A range of communication channels have been used since Clean City was launched, including a Clean City webpage, emails, Facebook, press releases and ward twitter accounts.

The Clean City web page at www.manchester.gov.uk/cleancity lists each project and their objectives. Project updates and pictures are displayed and visitors to the site are able to show their support for projects by 'liking' individual projects. From Sept 2013 to Nov 2016 there were 62,091 unique views of Clean City pages overall.

In the last evaluation it was reported there had been 24 Clean City related press releases and 74 items of press coverage including TV, radio, website news and newspaper coverage. Between January and November 2016 Clean City was referenced in at least six further press releases and a further 15 media mentions for Clean City during that time period. Examples include:

- 29 January: BBC Radio Manchester (news bulletins): The play area in Heaton Park is set for a make-over, thanks to money from the Clean City Fund.
- 11 April: Manchester Confidential (web) Tree top attraction coming to Heaton Park: "There will be no cost to the city council who, through the partnership, will invest their share of the income back into the wider park. Clean City funding has already been used to improve footpaths, bins and benches whilst future improvements will involve the popular playground: replacing or repairing every piece of furniture - including the ten-metre tower slide - and introducing disabled access swings and a roundabout."
- May 2016: Moston Brook open to all for walks and wildlife-watching thanks to Clean City fund - The Lord Mayor of Manchester and local schoolchildren have officially opened four new stone entrances and a network of paths at Moston Brook. The unveiling of the new infrastructure, funded by Manchester City Council's Clean City project, marks the ongoing transformation of the brook into a vibrant community green space.
- June 2016: Manchester goes with the flow to create new Clean Streams - Manchester residents are invited to take part in a new project which will see five of the city's urban streams transformed from grot-spots into valuable assets for the whole community. The Clean Streams project is being funded through the Clean City scheme.
- 20 October: Middleton Guardian 'UFO-style' play area will be out of this world - Work at Heaton Park is being done with a £600k share of the £14.5m Clean City fund, which comes from profit from "Manchester's stake in Manchester Airports Group".

To date there has been a total of at least 30 Clean City press releases and around 90 items of press coverage, with an estimated Advertising Value Equivalent⁴ of around £200,000.

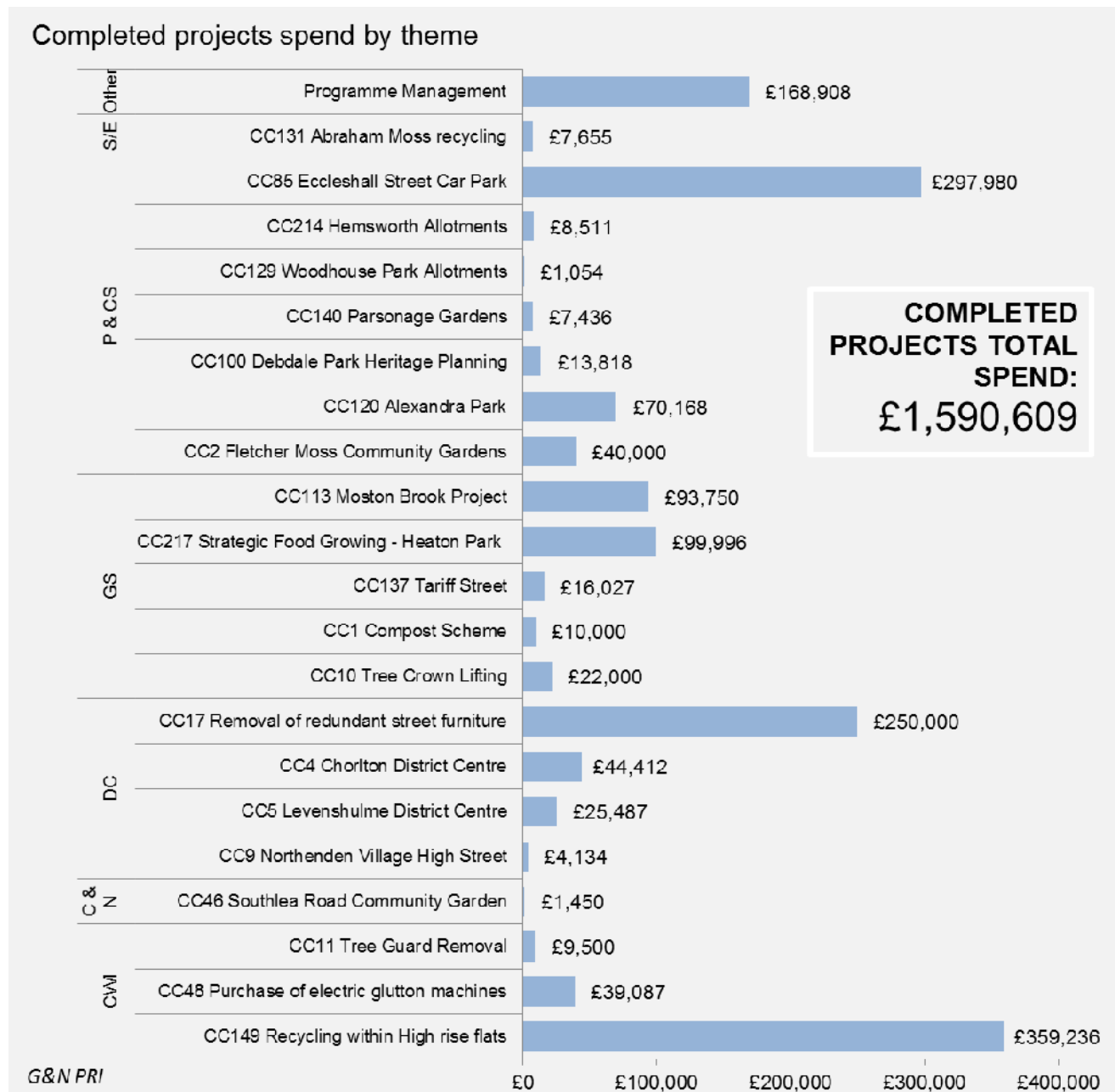
The Council's e-bulletin goes out on a monthly basis to 45,000 residents. Where relevant Clean City related articles have been included and links to Clean City webpages. Since May 2014 there have been eight Clean City articles and from these there have been a total of 3,839 Clean City link clicks.

⁴ AVE refers to the cost of buying the space taken up by a particular article, had the article been an advertisement.

4.2 Completed Projects Inputs

4.2.1 Completed projects final spend by theme

The graph below provides a breakdown of spend by theme for completed projects.



Key: CWI = City Wide Infrastructure, C&N = Communities and Neighbourhoods, DC = District Centres, GS = Greening Strategy, P&CS = Parks and Community Spaces, S/E = Schools / Education.

5. Outputs

Source: Operational data from projects

The outputs section will look at the outputs already delivered by completed projects followed by the outputs delivered to date by ongoing projects; these are also grouped under the theme of Clean City.

5.1 Project Progress

Clean City projects have been delivered since the beginning of 2014/15. The table below shows the progress of projects, those due to begin and completed projects.

	Qtr1 14/15	Qtr2 14/15	Qtr3 14/15	Qtr4 14/15	2014/15	Qtr1 15/16	Qtr2 15/16	Qtr3 15/16	Qtr4 15/16	2015/16	Qtr1 16/17	Qtr2 16/17	Qtr3 16/17	Qtr4 16/17	2016/17
Projects Started	12	6	5	7	30	2	7	5	2	16			1		1
Completed Projects	1	1	1	4	7		3	4	3	10	1	4			5

Note: based on information projects provided in their applications

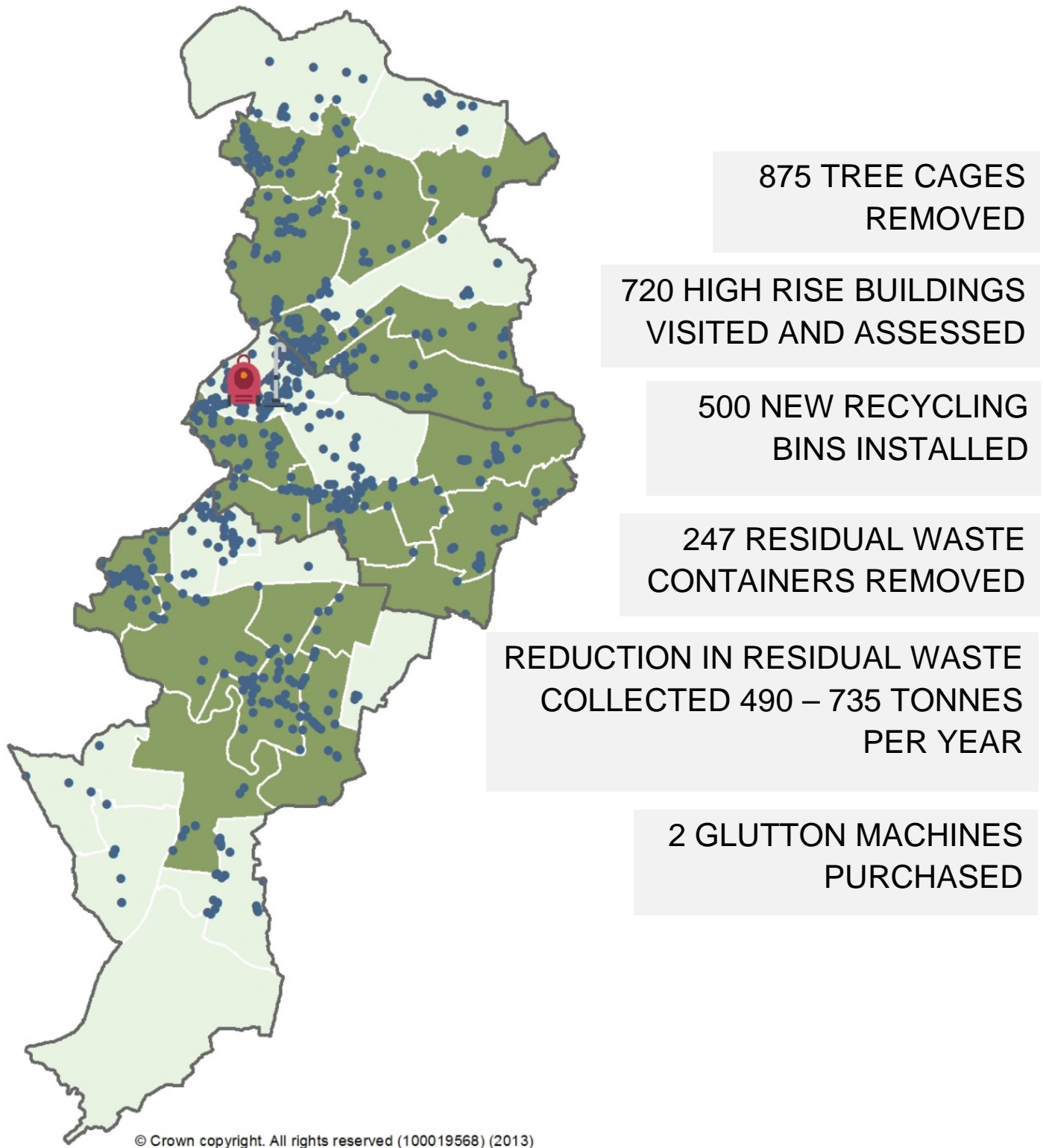
5.2 Project completions by theme

By the end of quarter 2 2016/17 22 projects had completed and delivered outputs under the following themes.




	Qtr1 14/15	Qtr2 14/15	Qtr3 14/15	Qtr4 14/15	2014/15	Qtr1 15/16	Qtr2 15/16	Qtr3 15/16	Qtr4 15/16	2015/16	Qtr1 16/17	Qtr2 16/17	Qtr3 16/17	Qtr4 16/17	2016/17
City Wide Infrastructure		1			1		1	1		2					0
Communities and Neighbourhoods	1				1					0					0
District Centres					0				3	3		1			1
Greening Strategy			1	1	2			1		1	1	1			2
Parks and Community Spaces				2	2		2	2		4		1			1
Schools / Education				1	1					0					0
Programme Management					0					0		1			1

6. Completed Projects - Outputs

6.1 CITY WIDE INFRASTRUCTURE - Outputs achieved



Legend

-  CC48 Purchase of Electric Glutton Machines
-  CC149 High Rise Recycling
-  CC11 Tree Guard Removal

Additional outputs achieved



DEVELOPED AND INSTALLED PERMENANT
RECYCLING SIGNAGE



WORKED WITH MANAGING AGENTS/CARETAKERS
TO PROMOTE THE IMPORTANCE OF RECYCLING
AND CHANGE BEHAVIOURS



INCREASE IN THE RECYCLING RATE OF HIGH
RISE PROPERTIES FROM 12% TO 17%



DEEP CLEAN OF 'MIRCO-LITTER' IN THE CITY
CENTRE



EASIER, MORE ACCESSIBLE AND EFFICIENT
CLEANSING OPERATIONS

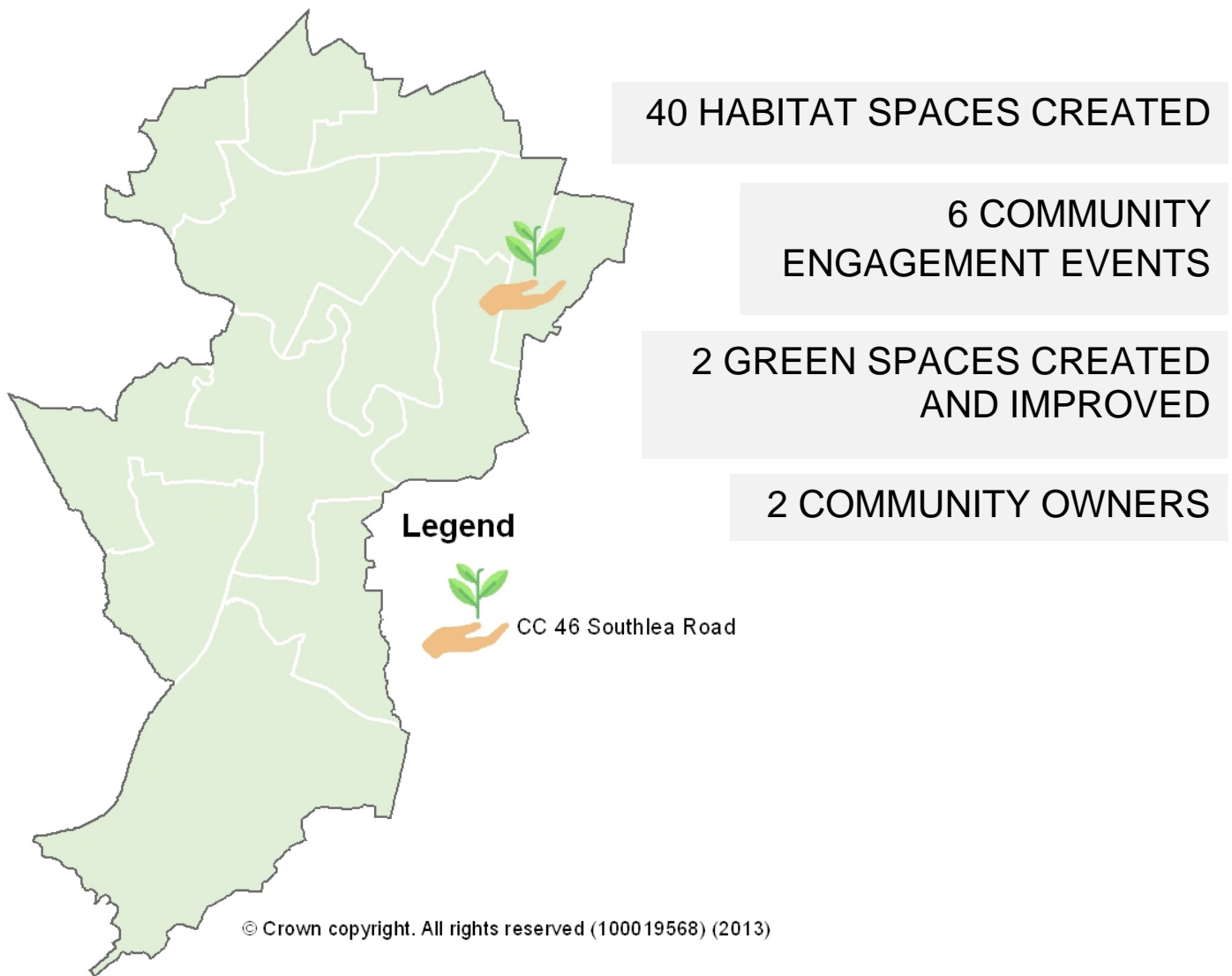
Completed projects up to January 2016:

- CC48 - Electric glutton machine
- CC149 - High rise recycling
- CC11 - Tree cage removals

Completed projects January- December 2016:

- None

6.2 COMMUNITIES AND NEIGHBOURHOODS - Outputs achieved



Additional outputs achieved



MATCH FUNDING WITH SOUTHWAY HOUSING TRUST AND GREEN FINGERS



67 VOLUNTEERS



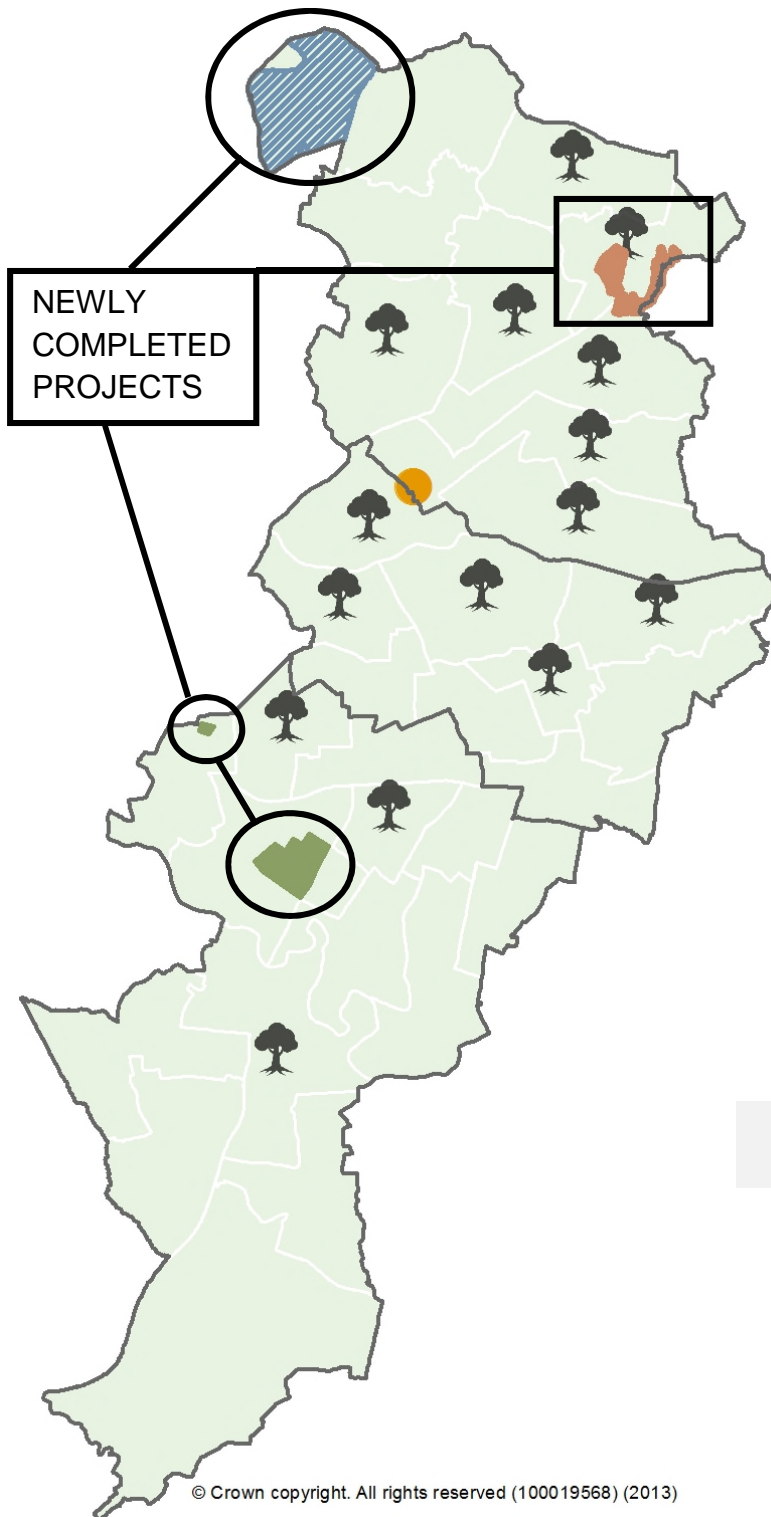
1 BUSINESS INVOLVED

Completed projects up to January 2016:

- CC46 - Southlea Community Garden

Completed projects January- December 2016:

- None



271 TRAINING SESSIONS
 DELIVERED

REDUCTION IN FOOD
 MILES ACHIEVED

4 NEW ENTRANCES
 CREATED

20 COMMUNITY GROUPS
 AND ORGANISATIONS
 INVOLVED

30 HECTARES OF LAND
 CLEARED OF LITTER AND
 FLY TIPPING

12 TREES PLANTED

3,114 TREE CROWNS LIFTED

Legend

-  C1 Compost Scheme
-  CC113 Moston Brook
-  CC217 Strategic Food Growing - Heaton Park
-  CC137 Tariff Street
-  CC10 Tree Crown Lifting

Additional outputs achieved



ADDITIONAL FUNDING FROM LOCAL BUSINESSES AND
TRANSPORT FOR GREATER MANCHESTER



WASTE FROM THE TREE CROWN LIFTING PROJECT WAS
RECYCLED AND UTILISED IN BIOMASS BOILERS



MATCH FUNDING FROM OLDHAM COUNCIL AND MOSTON
BROOK PARTNERSHIP



8 COMMUNITY OWNERS (7 RESIDENTS AND 1 BUSINESS)



55 VOLUNTEERS



500 RESIDENTS ATTENDED EVENT



1 SCHOOL INVOLVED



15 YOUNG PEOPLE COMPLETED HORTICULTURAL
TRAINEESHIPS



4 YOUNG PEOPLE EMPLOYED AS HORTICULTURAL
APPRENTICES



PARTNERSHIP WORKING WITH INCREDIBLE EDIBLE HEATON PARK,
FOREST GARDEN GROUP, ADVENTURES IN HOME SCHOOLING,
EMPLOYMENT & TRAINING, THE MANCHESTER AND DISTRICT BEE
KEEPERS AND THE HEATON PARK TRUST.

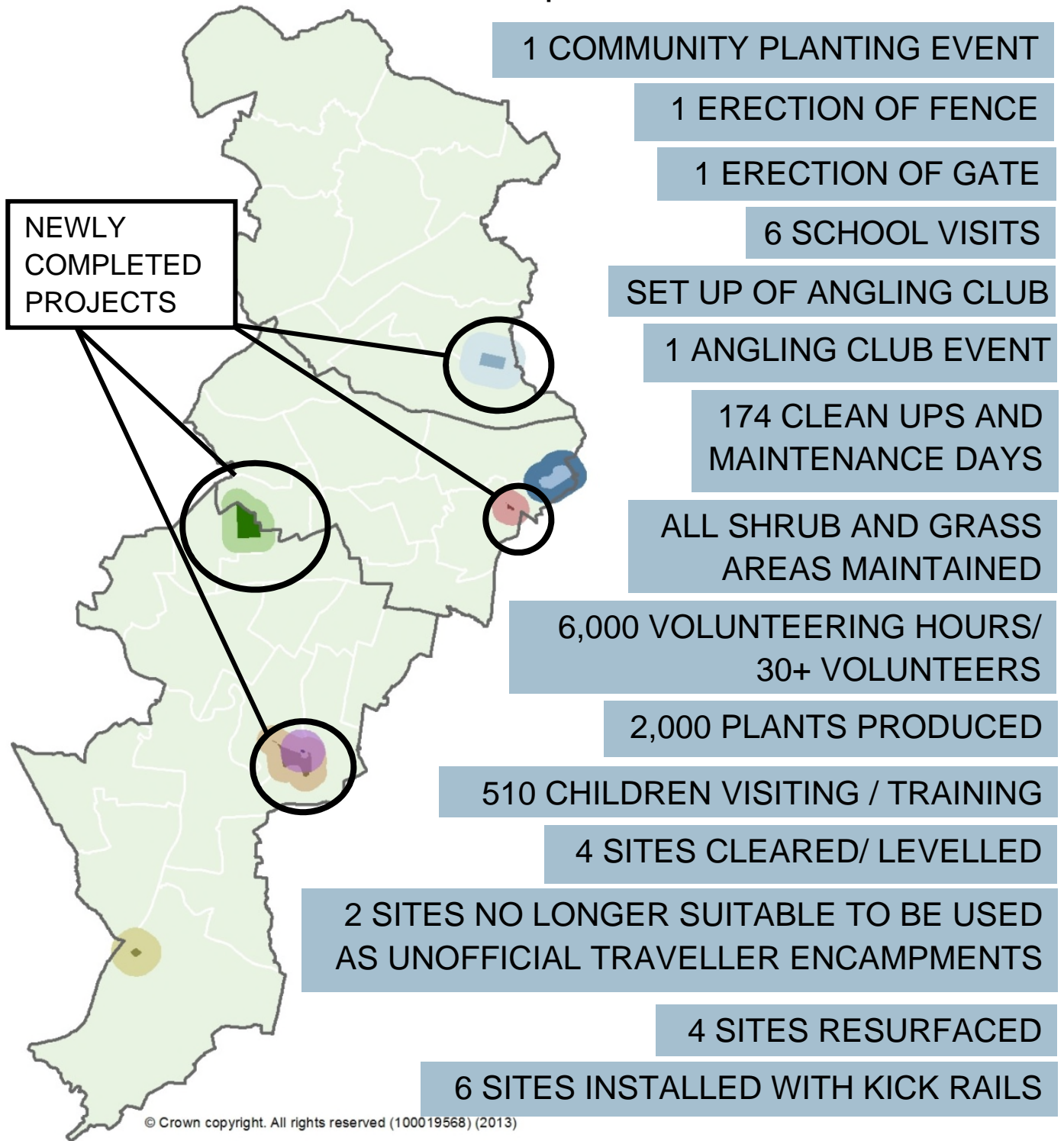
Completed projects up to January 2016:

- CC10 - Tree crown lifting
- CC137 - Tariff street tree planting

Completed projects January- December 2016:

- CC113 - Moston Brook
- CC217 - Strategic Food Growing - Heaton Park
- CC1 - Compost Scheme

6.4 **PARKS AND COMMUNITY SPACES - Outputs achieved**



1 COMMUNITY PLANTING EVENT

1 ERECTION OF FENCE

1 ERECTION OF GATE

6 SCHOOL VISITS

SET UP OF ANGLING CLUB

1 ANGLING CLUB EVENT

174 CLEAN UPS AND MAINTENANCE DAYS

ALL SHRUB AND GRASS AREAS MAINTAINED

6,000 VOLUNTEERING HOURS/
30+ VOLUNTEERS

2,000 PLANTS PRODUCED

510 CHILDREN VISITING / TRAINING

4 SITES CLEARED/ LEVELLED

2 SITES NO LONGER SUITABLE TO BE USED AS UNOFFICIAL TRAVELLER ENCAMPMENTS

4 SITES RESURFACED

6 SITES INSTALLED WITH KICK RAILS

50 CLEAN & GREEN ACTIVITY DAYS

19 SCHOOL VISITS/ ACTIVITY DAYS

8 TRAINING SESSIONS

480 VOLUNTEERS

12 WORKING GROUPS

CREATION OF ACTION & DEVELOPMENT PLANS

Legend

- CC85 Eccleshall Street Car Park
- CC140 Parsonage Gardens
- CC2 Fletcher Moss Community Gardens
- CC120 Alexandra Park
- CC100 Debdale Heritage Gardens
- CC214 Hemsworth Allotments
- CC129 Woodhouse Park Wormeries

Additional outputs achieved



45 SCHOOL CHILDREN ENGAGED



6 SCHOOL VISITS



2 BUSINESSES INVOLVED



20 VOLUNTEERS INVOLVED



132 VOLUNTEER HOURS



2 COMMUNITY GROUPS WORKING ON THE PROJECT



2 COMMUNITY EVENTS



2 COMMUNITY OWNERS



2 PLANTING PROJECTS



CASH GRANT FUNDING GAINED



RHS GOLD AWARD FOR NORTH WEST BLOOM - PARSONAGE GARDENS

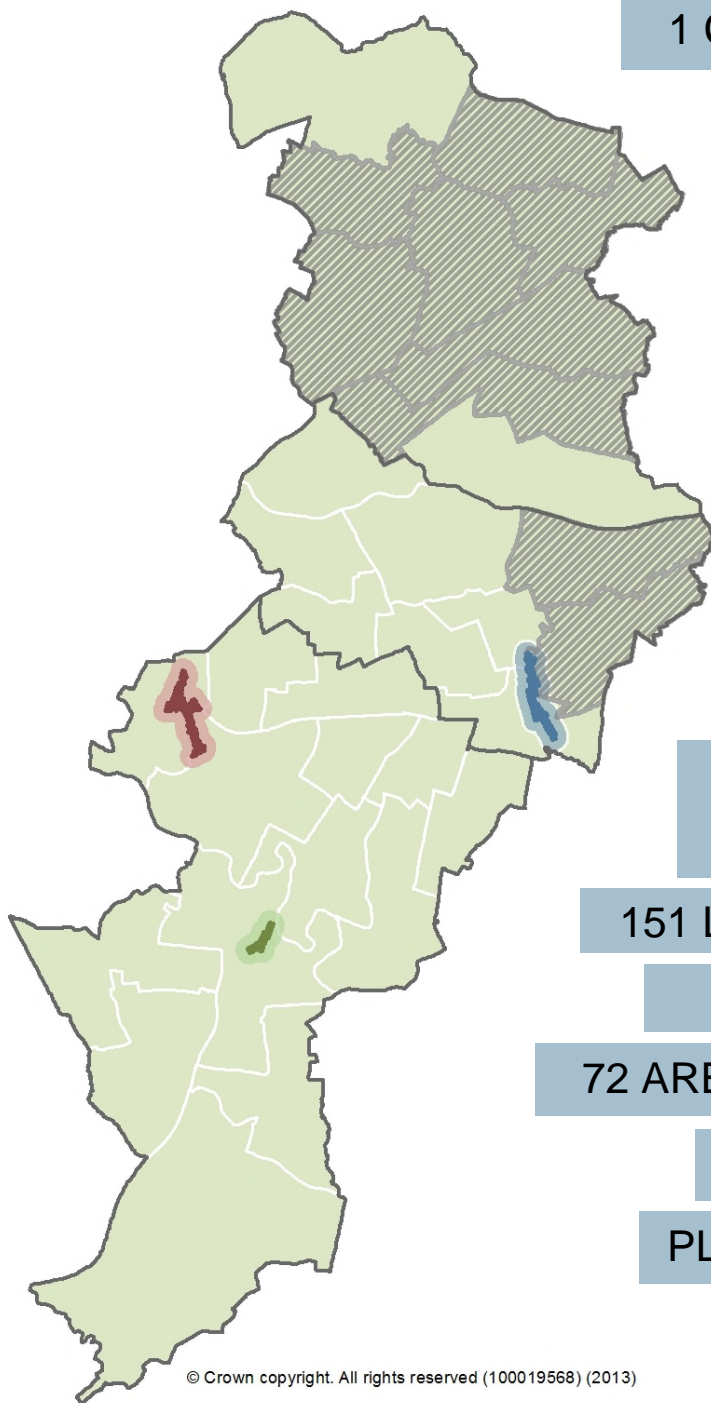
Completed projects up to January 2016:

- CC2 - Fletcher Moss community gardens
- CC100 - Debdale Heritage Garden
- CC129 - Woodhouse Park Wormeries

Completed projects January- December 2016:

- CC120 - Alexandra Park
- CC214 - Hemsworth Allotments
- CC85 Eccleshall Street Car Park
- CC140 - Parsonage Gardens

6.5 DISTRICT CENTRES - Outputs achieved



1 COMMUNITY GARDEN CREATED

1 AREA PLANTED

16 LITTER AND 4 RECYCLING BINS INSTALLED

1 DAMAGED SIGN REPLACED

40 BOLLARDS AND 4 BIKE RACKS INSTALLED

165 ITEMS OF REDUNDANT STREET FURNITURE REMOVED OR REPAIRED

38 AREAS OF SAFETY FROM CRIMINAL ACTIVITIES CREATED

151 LIGHTING COLUMNS RESTORED

9 RESIDENT GROUPS INVOLVED

72 AREAS OF UNTIDY LAND CLEARED

1 COMMUNITY ARTS PROJECT

PLANTING PROJECTS IN 2 AREAS

6 PLANTERS INSTALLED

12 HIGH STREET PLANTERS

60 PLANTER PLANTS

1 WATERING MACHINE

6 BARRIER BASKETS

18 BARRIER BASKET PLANTS

Legend

- CC9 Northenden Village HighSt
- CC5 Levenshulme District Centre
- CC4 Chorlton District Centre
- CC17 Removal of Redundant Street Furniture

Additional outputs achieved



COMMUNITY OWNERSHIPS OF NEW AREAS OF
CLEANED LAND



PARTENRSHIP WORKING WITH 3 HOUSING
PROVIDERS



8 VOLUNTEERS CONTRIBUTING 72
VOLUNTEERING HOURS



1 COMMUNITY OWNER AND ORGANISATION
OWNER



624 VOLUNTEER HOURS



PARTNERSIP WORKING INCLUDED INCREDIBLE EDIBLE
LEVENSHULME, COMMUNITY INTEREST COMPANY LEVENSHULME
MARKET, LEVENSHULME DISTRICT CENTRE PARTNERSHIP AND
NETWORK RAIL.



ADDITIONAL FUNDING FROM COMMUNITY INTEREST COMPANY
LEVENSHULME MARKET AND MARY PORTAS FUNDING FROM DCLG



PROJECT INFLUENCED THE DEVELOPMENT OF A
DISTRICT CENTRE WEBSITE



PARTNERSHIP WORKING WITH NORTHENDEN BUSINESS
ASSOCIATION AND NORTHENDEN CIVIC SOCIETY



10 VOLUNTEERS

Completed projects January- December 2016:

- None

Completed projects January- December 2016:

- CC4 Chorlton District Centre
- CC17 Removal of redundant street furniture
- CC9 Northenden Village High Street
- CC5 Levenshulme District Centre

6.6 SCHOOLS / EDUCATION - Outputs achieved



6 PLANTERS INSTALLED

8 EXTERNAL BINS INSTALLED

95% ON SITE
RECYCLING RATE

95 NEW RECYCLING BINS
INSTALLED

Legend



CC131 Abraham Moss Recycling

Completed projects up to January 2016:

- CC131 - Abraham Moss Recycling

Completed projects January- December 2016:

- None

Additional outputs achieved captured from final evaluation form:



1 COMMUNITY OWNER



1 SCHOOL INVOLVED



1 ORGANISATION INVOLVED



1 COMMUNITY GROUP CREATED

7. Ongoing projects - Outputs

Projects are on course to achieve their agreed outputs and those delivered under communities and neighbourhoods, parks and community spaces and schools and educations are already achieving more than the original outputs agreed at the application stage. To date many thousands of outputs have been delivered, this includes projects over achieving.

7.1 Overview of outputs

Outputs have been collated, where possible across multiple projects, to show overall achievements for ongoing projects and what has been completed as a whole to date.

Measures at end of Q2 2016/17	Total
Number of litter bins installed	653
Number of recycling bins installed	40
Bags of rubbish collected	13,635
Number of clean up/planting events or clean and green activity days	2,786
Number of litter picks undertaken	1,018
Number of bulbs / trees planted	205,706
Number of areas planted	190
Number of sites cleared or maintained	256
Number of volunteers engaged in activity	21,549
Number of volunteer hours provided	4,269
Number of resident groups involved in project or attending training sessions	585
Number of schools involved in projects	207
Number of pupils involved in litter picks	34,584
Number of businesses involved in activity	237
Number of residents receiving training	61
Number of workshops or training sessions held	81
Number of long term volunteer clean champions	20

A full list of the achieved outputs for ongoing projects has been detailed under the themes of Clean City.

7.2 City Wide Infrastructure

Measures (at end Q2 1617)	CC49	CC125	CC219	CC208	CC126
	Litter bin procurement	Blocked Gullies (City wide)	Local Highway Maintenance Fund	Citywide Grass Verges	Highway Gully Cleansing (Citywide)
Number of litter bins installed	651			Projects started but no outputs delivered to date	
Number of recycling bins installed	40				
Number of cigarette bins purchased	200				
Uptake of cigarette bins by businesses	100				
Gullies cleaned or identified for cleaning					7000
Number of drains replaced or repaired		179			
Procurement of innovative bins	2				
Other	1 pressure washer				
Highways (km)			4.22		

7.3 Communities and Neighbourhoods

Measures (at end Q2 1617)	CC20	CC95	CC106	CC211
	Pride in East Manchester	Japanese Knotweed Treatment (Citywide)	Clean Up Programme	Upping it
Bags of rubbish collected			13,635	
Number of clean up events			989	
Number of bulbs / trees planted			191,185	
Japanese Knotweed Treatment (sq mtrs)		369,195 sq mtrs		
Alleyways Greened				18
Student welcome packs distributed				250
Households engaged				60
Number of resident groups created/ supported	36			
Number of businesses involved in activity	27		197	
Number of volunteers engaged in activity	407		16,935	
Number of volunteer hours provided	3,379.5			
Number of long term volunteer clean champions	20			
Number of schools engaged in activity	5			4
Number of residents receiving training	61			
Number of workshops held	4			
Number of resident led projects implemented	38			

The citywide clean up program was also delivered under the umbrella of communities and neighbourhoods this included work on district centres, parks, highways and general clean ups. Outputs achieved are detailed below:

CC213 Citywide Clean Up Programme	
Measures	Count
Number of deep cleans	84
Locations where highway markings/ road edge repaired	163
Number of miles of surface treated for weeds	1,056
Number of street furniture removed and metal work undertaken	98
Number of replacement furniture installed	700
Number of locations shrubs removed/ reduced/ cleaned up	74
Number of communal bins cleaned	43
Number of locations planted	166
Number of cleansing activities in City Centre	65
Number of District Centres improved	20
Number paint schemes completed	69
Number childrens playgrounds improved	59
Number of parks projects completed	426

7.4 District Centres

All projects under the theme of District Centres have completed.

7.5 Greening Strategy

Measures (as at Q2 1617)	CC143	CC216	CC218	CC139	CC215	CC114
	Wythenshawe Food Growing: GROW	City Centre Community Greening Programme	Strategic Approach to Food Growing	Bridgewater Basin	City Centre Parks Planters and Grot Spots	Cycle Parking
Increased food production (plants)	7,000				Projects started but no outputs delivered to date	Projects started but no outputs delivered to date
Raised beds			6			
Meters squared of planting area			50m			
Metres squared of land improved		200m		250m		
Number of projects undertaken		1		1		
Number groups/organisations actively involved		10		5		
Special schools involved in food growing	2					
Volunteer hours	833			56		
Training sessions/events	26.5		40			
Number of businesses actively involved		8		5		
Number of individuals engaged	280	40		50		
No. children involved	210	44				

7.6 Schools / Education

CC210 Little Hands/Many Hands Make Big Changes	
Measures	Count
Number of litter picks undertaken	1,018
Number of pupils involved in activities	34,584
Number of residents/ parents involved in activities	3,837
Waste and recycling Activities undertaken	1,559
Established groups involved in activities	534
Number of schools involved	58
Number of planting activities undertaken	1,547

7.7 Parks and Community Spaces

Measures (at end of Q2 1617)	CC3	CC16	CC78	CC98	CC119	CC179
	Heaton Park	Stalled Development Sites	Boggart Hole Clough	Brookdale Park Eco Improvements	Manchester Standard	Brookdale Park
Green flags awarded	2 (14/15 & 15/16)					
Street furniture installed	60					
Reduction in use of pesticides	232m					
Sites cleared/ levelled/ strimmed		105				1
Sites installed with kick rails		4				
Number of sites maintained		78				
Number of sites no longer suitable to be used as unofficial traveller encampments		4				
Wildflower areas created		24		YES		
Other (measures are additional - not originally agreed)	Childrens play area opened		5 wildlife audits	Britain in Bloom Award 21 apple/pear/plum trees planted 6000 bulbs planted	Development plans and investment stratgey created for Kingswood - 6	
Number of community/ planting events			22	8		4
Number of school visits/ activity days			24	8		3
Number of training sessions					10	
Clean & Green activity days/ events			21		45	
Networks started and engaged					5	

8. Outcomes and Impact

The outcomes and impacts section details what benefit has been achieved from the outputs delivered. It covers completed projects as well as highlighting some outcomes that have been achieved for projects currently being delivered. Analysis of outcome and impact has been obtained resident perception and service request data. This section also shows how projects have supported the guiding principles of Clean City through a selection of case studies.

Residents' views have been analysed from the residents' telephone survey⁵. This survey ended in March 2016. A new online resident's survey is due to go live at the end of 2016/17 and results of this will be included in future evaluations.

9. Completed projects – Outcomes and Impact

9.1 City Wide Infrastructure

All wards in Manchester have benefitted from citywide infrastructure projects.

No new projects have completed under this theme since the evaluation in January 2016.

Outcomes and Impact

- The two glutton machines have been in operation for around 56 weeks in total. The average weight of waste collected is 140kg per week per machine. This totals over 15.6 tonnes of waste collected to date.
- The high rise recycling project carried out 700 high rise assessments, which has resulted in 245 residual waste containers being removed and 500 new recycling bins being installed. The removal of 245 residual waste bins reduces residual waste capacity within these buildings by 490 – 735 tonnes per year and with current disposal costs that equates to savings of up to £226,380 every year going forwards. Capacity to recycle has increased by over 500,000 litres.
- The removal of 875 tree cages has impacted on the responsibilities of cleansing operations as tree bases are easily cleansed without the obstructions caused by cages and so operations staff have more time to invest in work elsewhere.

Although no new projects have completed under the theme of citywide infrastructure continued monitoring of impact will recognise the work taking place with ongoing projects and evidence the sustainable impact completed projects are continuing to have.

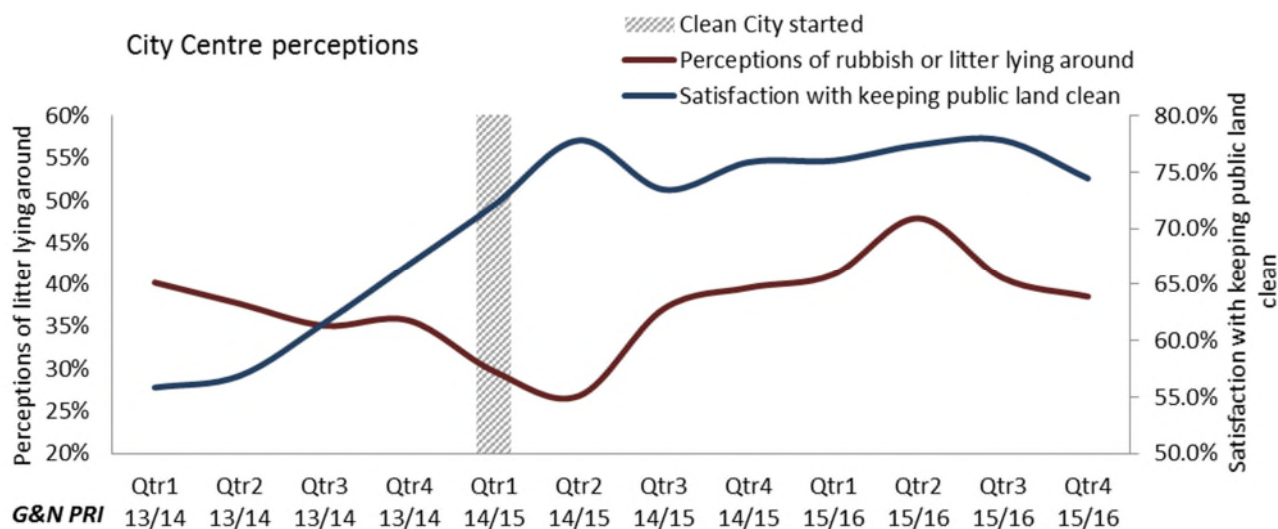
July 2015 also saw the appointment of a new and integrated contract with Biffa to deliver both waste and recycling collection and street cleansing services. There was a subsequent period of transition from the previous MCC and Enterprise services to the new contract. Alongside this there have been various service changes including new waste collection services for households.

Recycling rates across the city has been falling since 2013/14 although 2015/16 reported 32% of waste was recycled. Many factors will impact the recycling rate and continued work is taking place to reduce refuse capacity in line with the rest of Greater Manchester and to encourage residents to recycle their waste, early indications are that authority will achieve the expected improvement in recycling going forward.

⁵ Quarterly survey data below citywide level is based on the cumulative responses from the 12 months prior to quarter end. The telephone survey aims to ask representative sample of Manchester each quarter to ensure the results are statistically significant. Therefore high fluctuations within the results would not normally be expected. Residents Telephone Survey - The average ward confidence interval is +/- 8.5, average NFA confidence interval is +/- 3.5% apart from City Centre which is +/- 9% and the overall total confidence interval is +/- 1.5%

The high-rise recycling project aimed to increase recycling capacity by over 500,000 litres and reduce refuse capacity by the same amount. At the time this project was being delivered bin weighing equipment was not available in vehicles however, there are plans to install this in vehicles so during future projects monitoring the changes in high-rise waste and recycling tonnages block by block will be possible.

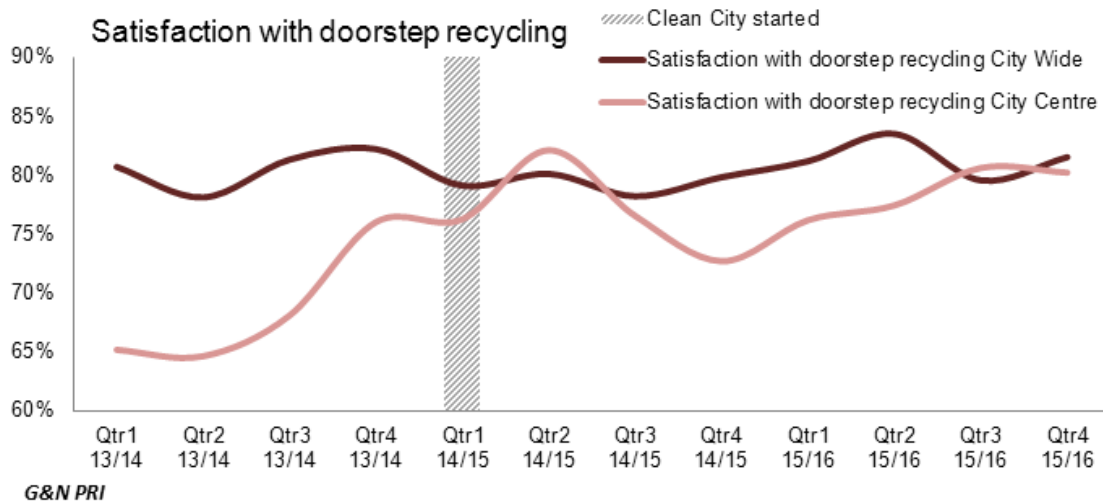
The impact on perceptions from City Wide Infrastructure projects will be felt in particular in the City Centre with the purchase of the electric glutton machines and delivery of high-rise recycling. Following a rise in perceptions of rubbish and litter lying around in the City Centre, recent quarters have seen perceptions fall to 38.5% in quarter 4 16/17 from a high of 47.9% in quarter 2 16/17. An initial increase in perception levels following the implementation of projects was anticipated as local stakeholders begin to expect a higher standard of cleanliness. This would be particularly felt in the City Centre where a large press launch took place at the beginning of Clean City as part of the Litter Strategy to demonstrate the scale of the litter problem in the City Centre; therefore, this will continue to be monitored over time. Satisfaction with keeping public land clean is up 7.7pp (percentage points) and has remained stable around the 75% mark during the period Clean City projects have been delivering.



After an initial fall or stabilisation in requests for service (RFS) following the start of Clean City, reports of fly-tipping and street cleansing have slightly risen in the City Centre. A rolling 12 month average has been applied to RFS to reduce the impact of seasonality. In October 2016, requests were up by 3 incidents for fly-tipping and 12 street cleansing requests compared to March 2014.



Although all wards have benefitted from the high-rise recycling project due the large number of high-rise properties in the City Centre, it is expected that this ward will have seen the biggest impact. Significant changes to satisfaction levels with doorstep recycling across the city is not expected due to the number of high rise properties in each ward and since the project began delivering at the start of 2014 levels have remained consistent, around 80%. However, satisfaction with recycling in the City Centre has experienced a large increase, from the beginning of 2013/14 to quarter 2 15/16 satisfaction has increased by 16.9pp, reaching a peak in quarter 2 14/15 of 82.1%. Following a drop in quarter 3 and 4 of 2014/15, satisfaction has again risen in the City Centre to similar levels seen across the city. Quarter 4 15/16 satisfaction with doorstep recycling reached 80.2% City Centre, up 4.2pp on 2013/14.



Projects have also impacted on the following:

- Sustainability has been achieved by freeing up the time of operational staff to be re-directed elsewhere and the purchase of machinery and bins can be used for many years to come.
- Increased opportunities to recycle will impact on the reduction of waste collected and reduce overall waste disposal costs. Along with adding to the city’s recycling targets of 50% of waste recycled by 2020.
- Projects are highly visible to residents and visitors to the areas where work is being carried out. The purchase of the glutton machines was part of the press launch for the litter strategy in which articles appeared in the MEN and there was also coverage on the ITV regional news.

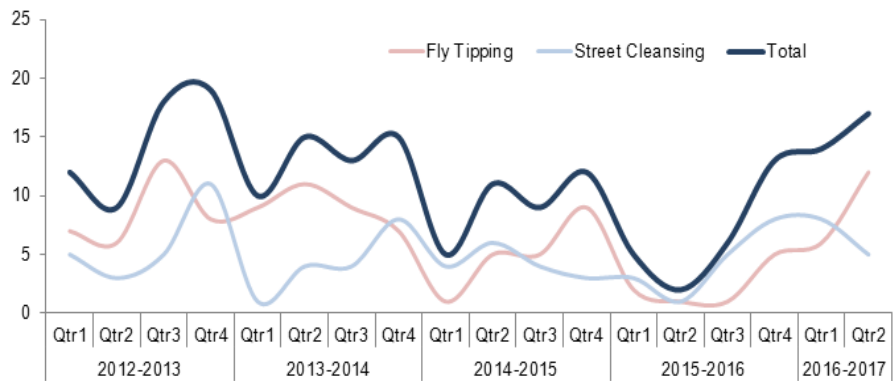
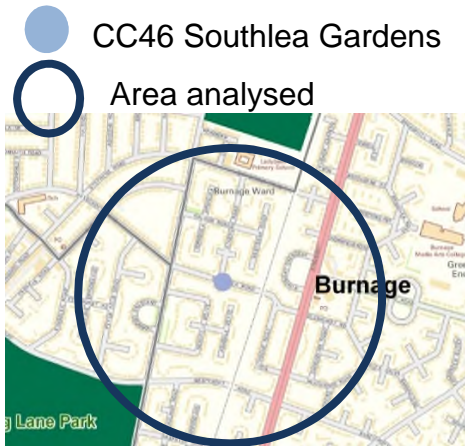
9.2 Communities and Neighbourhoods

No new projects have completed under this theme since the evaluation in January 2016.

One project has completed in a small area of Burnage and the outputs were achieved in quarter 2 14/15. The project set out to create a biodiversity and educational green space to provide access to safe, clean, green spaces and outdoor education. The project was delivered with the support of the community to encourage ownership and pride in the area.

Outcomes and Impact

An update on the analysis of RFS around the Southlea Gardens project shows that although there was an initial reduction in street cleansing and fly-tipping following the completion of the project this has not been sustained and although low in numbers due to the size of the area requests have been increasing in the last 12 months.



Projects are also supporting the guiding principles of Clean City and this is detailed below.

- Local school children have been involved in creating the spaces which will encourage behaviour change from a young age and educate children about the importance of maintaining the environment.
- Value for money was also supported through matching funding from a housing provider and organisation.
- The project has also given a sense of purpose and connection to an area that was previously run down.
- The space was delivered by the community to encourage ownership and pride in their local area.

9.3 Greening Strategy

21 wards have benefitted from the completed greening strategy projects.

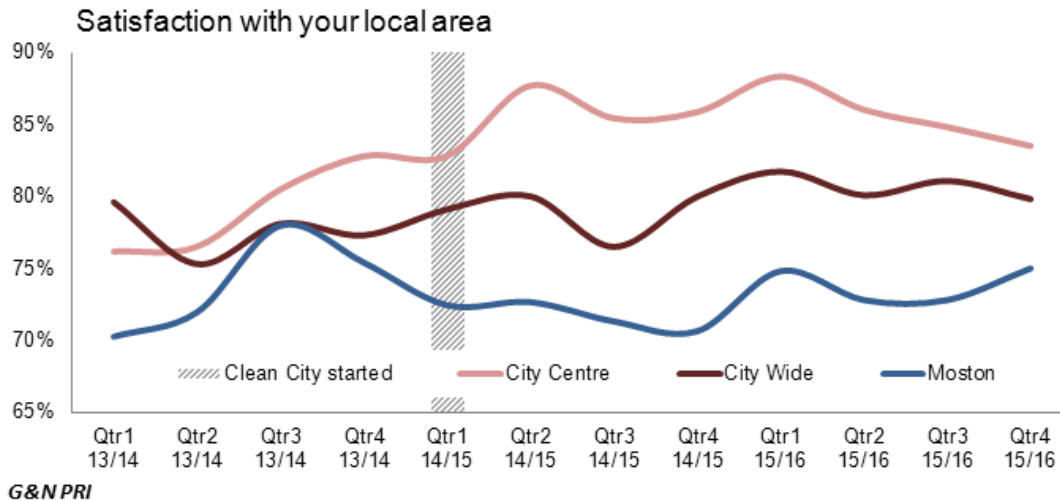
Newly completed projects under this theme since the previous evaluation include Compost Scheme, Moston Brook and Strategic Food Growing Heaton Park.

Outcomes and Impact

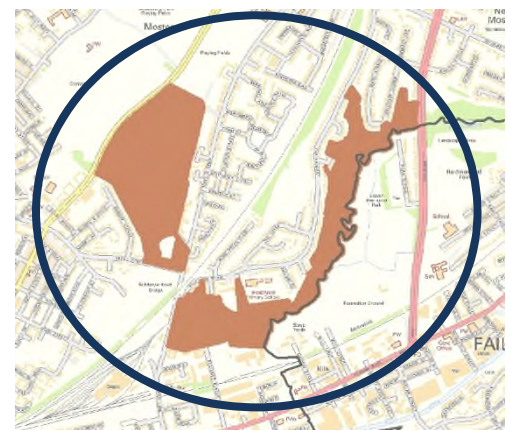
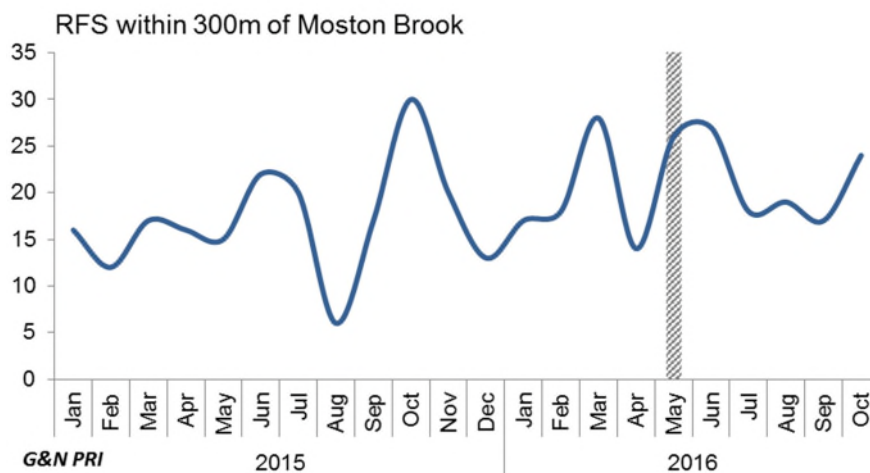
- Planting of trees in the City Centre has created new green walking routes and added to the visual appearance of the area.
- 3,114 tree crowns have been lifted improving the appearance and allowing operations staff to maintain areas that were previously obstructed.
- Areas of green space have been restored and transformed allowing communities to use and enjoy their local green space.
- The provision for fruit and vegetables growing has been established in Heaton Park resulting in more efficient operations by reducing food miles and CO2 emissions.

The Strategic Food Growing in Heaton Park worked with several partnership organisations and community groups to establish a centre of excellence for food growing with a strong emphasis on education and training. As a result, the project delivered 271 training sessions, 133 more than originally stipulated. The aim of training was to support young people into employment by teaching them growing and cooking skills and also budgeting and healthy eating. The project also supported 15 local disadvantage young people to successfully complete horticultural traineeships and 4 young people were employed as horticultural apprentices. Individuals on the training provided regular labour in the community garden and wider park.

Projects under the greening strategy are improving the visual appearance of areas and it is expected this may impact on residents' satisfaction levels with their local areas. In particular, Tariff Street, Tree Crown Lifting and Moston Brook activities were designed to improve visual appearance, therefore Moston, City Centre and city wide satisfaction levels have been analysed. The City Centre saw a rise following the start of Clean City, tree planting completed in quarter 4 14/15 and satisfaction level reached its highest point (88.3%) in quarter 1 15/16. Work on Moston Brook took place in the first half of 2016; 75% of residents in Moston were satisfied with their local area in quarter 4 15/16. It is likely that other projects still ongoing have also affected satisfaction levels; this will continue to be monitored in future evaluations with the new residents' survey.



Selected RFS reported within 300m of the Moston Brook project have been analysed. The project completed in May 2016 and when comparing the 5 months from completion with the same period last year RFS increased by 11% (10 RFS). This is potentially because residents are reporting more issues as a result of the work carried out by the project and the focus this has brought to the area. Neighbourhood officers are also being more proactive in reporting requests.



● CC113 Moston Brook
○ Area analysed

(RFS including Arbor, Fly Posting, Fly Tipping, Grass, Grounds Maintenance, Hedges, Litter Bin / Dog Bin, Street Cleansing, Untidy Plot of Land, Weed Spraying)

Projects also impacted on the following:

- Businesses have been actively involved in projects through clean and green activities, partnership working and providing additional funding.
- Value for money has been achieved through further funding and match funding provided by organisations and businesses.
- Positive impacts on the environment by recycling and utilising all tree crown lifting waste in biomass boilers.

- Engagement with local businesses and residents in advance of the project encouraged involvement in projects.
- Projects have been highly visible and created environments that are more attractive.
- Community groups are continuing to work together to source additional funding and main sites.
- Volunteering from residents, community groups and business has supported value for money and behaviour change.
- Sustainable food growing allows for more efficient operations by reducing food miles and CO2 emissions helping achieve our target of 41% reduction by 2020.
- The food growing facility in Heaton Park is now self-sustaining and further income is generated through the delivery of horticultural qualifications.
- Practical training in the production of fruit and vegetables has equipped Manchester residents with the skills to start and sustain their own operations.
- Behaviour change has been supported through close partnership working with a range of community and volunteer based stakeholder groups allowing the message of Clean City to be communicated to a number of diverse communities.
- Networks of local residents have been given litter picking equipment and a doing self-guided clean ups.
- Long-term community owners and volunteers activity has supported future maintenance and management of projects.

9.4 Parks and Community Spaces

Six wards have benefitted from the completed projects under park and community spaces.

Newly completed projects under this theme since the previous evaluation include Alexandra Park, Hemsworth Allotments, Eccleshall Street Car Park and Parsonage Gardens.

Outcomes and Impact

- Projects in parks have received a huge amount of support from volunteers, community groups and local businesses providing added value for money and ensuring the sustainable and long term impact of projects.
- Projects have been highly visible and seven parks or community spaces have benefited from completed projects

Newly completed projects have delivered across a number of wards in Manchester. These have been analysed in the graph below to understand residents' satisfaction with parks and open spaces.

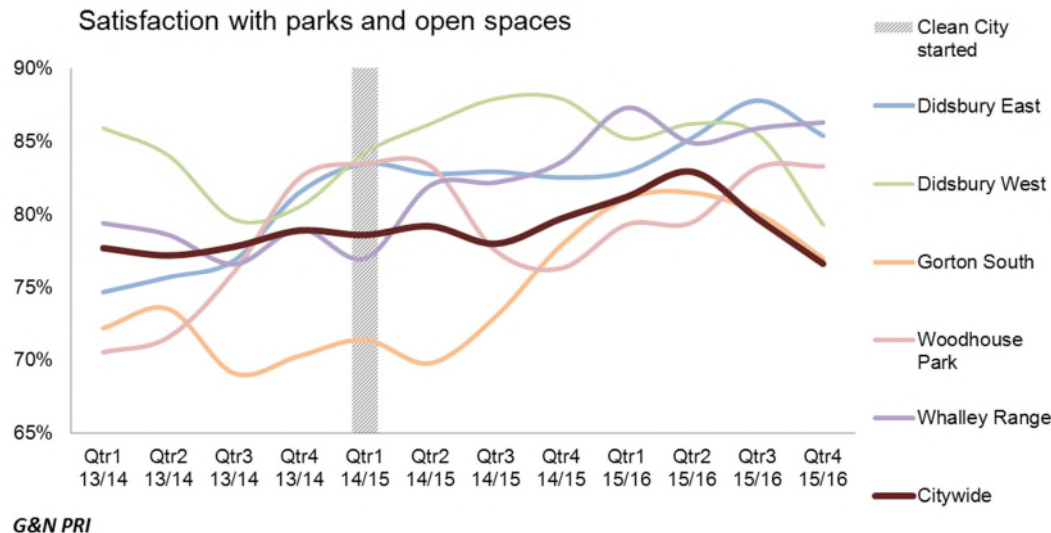
The Fletcher Moss Community Gardens project delivered throughout 2014/15 into quarter 1 15/16 and satisfaction levels had been improving in Didsbury East and West since the beginning of 14/15. In 2016, Parsonage Gardens also completed and although satisfaction in these wards is higher than the citywide average, rates fell slight in Didsbury West to 79.3% in quarter 4 15/16.

Debdale Park's Planting your Heritage project was carried out in 2014/15 and Gorton South has seen satisfaction levels increase by over 10pp since the beginning of Clean City. Following quarter 2 15/16 rates have been falling slightly to 77% satisfied. Hemsworth Allotments completed in Gorton South this year and although a small scale project monitoring of residents views will continue to be monitored in the new residents survey and analysis will be included in future evaluations.

Satisfaction in Whalley Range where the Alexandra Park project completed has been rising since Clean City began and reached 86.3% in quarter 4 14/16.

Woodhouse Park Wormeries was a smaller project that completed in quarter 1 15/16 and satisfaction has been rising since the project completed and is 7pp higher in quarter 4 15/16 than the same quarter last year.

Given the scope of the Eccleshall Street Car Park project results are not expected to directly impact on resident's satisfaction with parks and open spaces although as the project has recently completed this will be monitored going forward.



Projects also impacted on the following:

- Behaviour change has been influenced by projects communicating the importance of clean and attractive spaces through activity days, schools visits and training sessions.
- Six parks have benefited from visual improvements to the environment, look and biodiversity.
- Innovative planting schemes require less maintenance and one-off purchases can be used in future years ensuring projects are sustainable.
- Community groups have taken on weekly horticultural activities and maintenance of parks freeing up the time of park operatives.
- Projects have contributed to Didsbury in Bloom winning the Silver Gilt award at the Britain in Bloom awards and Fletcher Moss Park was included in this year's RHS in Bloom judging and contributed towards the area receiving top regional and national awards. These awards provide publicity to Manchester parks and attract visitors to the city
- Engaging local residents in projects has encouraged them to take ownerships of the areas of parks contributing to and making improvements.
- Improvements to parks and open space has had a significant impact on the appeal and appearance of areas. Spaces that previously had poor visual appearance encouraged anti-social behaviour activities.

9.5 District Centres

Fourteen wards have benefitted from the completed projects under district centres.

All projects under the theme of district centre are newly completed. These include Northenden Village High Street, Levenshulme District Centre, Chorlton District Centre and the Removal of Redundant Street Furniture.

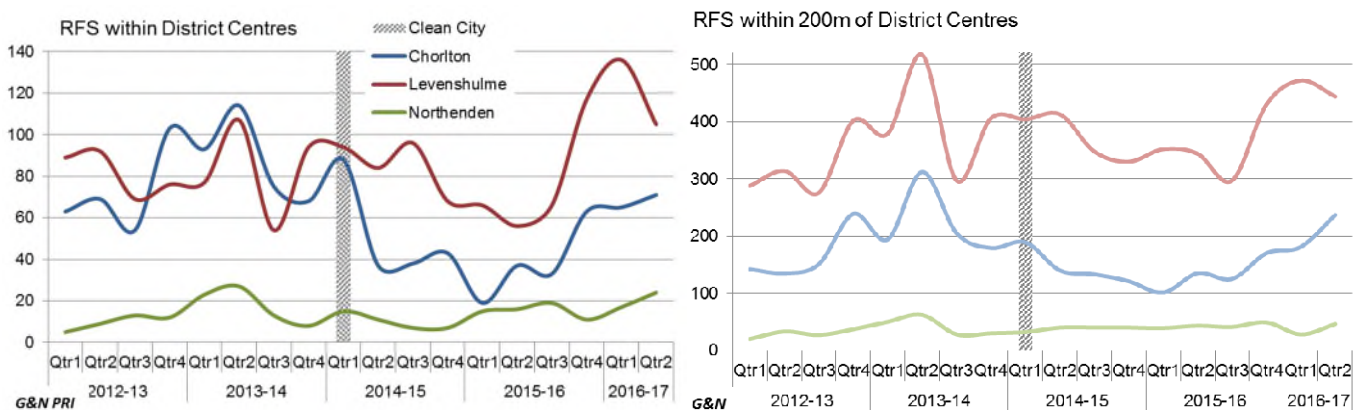
Outcomes and Impact

Requests for service (RFS) within district centres and within 200m of a centre have been analysed. These show a similar trend pattern although reports were higher in the neighbouring area before Clean City began. All district centres saw a fall in requests when Clean City started but in the last year reports have been rising. All newly completed projects ended in 2016.

The biggest increase seen in Levenshulme District Centre came from reports of fly tipping in quarter 4 15/16 and quarter 1 16/17. There was more than double the reports compared to the previous two quarters and the majority of the increase came from fly tipping. This coincides with the formation of the Neighbourhood Teams. In the first 6 months there was a focus on waste, recycling and fly tipping and 19% of fly tipping reports during this time came from an MCC contact.

Requests in Northenden have remained relatively stable. Over that last 12 months there were 71 service request, this equalled the number reported the year before Clean City. The wider area saw a 4% reduction over the same period (-6 RFS).

Although requests have been increasing in recent months within Chorlton District Centre the total count continues to fall below numbers previously reported. There were 118 fewer requests (-34%) compared to before Clean City and in the neighbouring area there was an additional reduction of 59 RFS (-20%).



Projects also impacted on the following:

- Partnership working has resulted in additional volunteering during the project and support in future maintenance.
- District centres are highly visible and a key location for visitors and residents. Visual improvements are creating more welcoming environments and increasing footfall.
- Volunteering activity from residents and community groups during project delivery has supported value for money and community involvement.
- Removal of redundant furniture from main arterial routes within Manchester has increased the visual appeal of areas.
- By removing overgrown land, projects have created areas of safety from criminal activities, as places are more visible to the public.
- Improvements to street furniture will make future maintenance more efficient and effective.
- Installation of recycling bins and promoting the importance of recycling through district centres will support the council making further progress towards its target of 50% recycling rate by 2020.
- The Levenshulme District Centre project influenced the development of a website that is being utilised as a marketing tool to increase footfall.

9.6 Schools and education

One ward has benefited from the project within the schools and education category, the Abraham Moss recycling project.

No new projects have completed under this theme since the evaluation in January 2016.

Outcomes and Impact

- The recycling project in Abraham Moss has encouraged the Community School to plan initiatives to support the recycling campaign which includes making long term behavioural changes within the school and the wider community. The Abraham Community School have also created an Environmental Policy Statement ensuring they adopt the best environmental practices.

Although no new projects have completed under the theme of schools and education, analysis has been carried out to understand the impact on Crumpsall ward where Abraham Moss was delivered.

The Abraham Moss Centre is the main community and education hub in Crumpsall. The project involved the Abraham Moss Community School in their recycling initiative. This involved the school making an action plan, policy and evaluation of their recycling campaign that included making long-term behavioural change not only with their school but also with the wider community. Recycling data for Crumpsall ward is not available from quarter 3 14/15 to quarter 3 15/16 due to contractual changes. However, recent figures reported in quarter 2 16/17 show Crumpsall's recycling rate at 39.45% up from 38.41% in quarter 1 16/17.

The Abraham Moss project is also encouraging behaviour change through engagement with residents, local groups, housing providers and businesses to increase awareness of maintaining cleanliness, reducing litter and increase recycling.

9.7 Completed projects – Value for money

Projects evidencing opportunities to save money and ensuring efficient use of resources is an important element of Clean City.

Many projects included volunteers, community groups and local businesses to support delivery and, where required, ongoing maintenance. To date for completed projects there has been a total of 623 volunteers, 4 businesses, 43 community/working groups and 45 school children involved in projects. Alongside this there have been 25 school visits, 50 Clean and Green activity days and 8 training sessions all aimed at educating and engaging residents to encourage behaviour change and communicate the importance of maintaining clean, green neighbourhoods. This figure is also likely to be an underrepresentation of the support provided to Clean City as some support will be unquantifiable. Completed projects have also resulted in 12 community owners who will take on the responsibility of future maintenance and care of projects.

Many projects have increased opportunities to recycle creating savings through reductions to waste disposal costs. The Abraham Moss Centre previously had no on site recycling facilities resulting in weekly costs for residual waste of around £400. As a result of the changes made by the project the estimated potential annual savings are in the region of £6,000. The project is also currently monitoring the possibility of reducing the collection frequency of the residual waste skip to create additional savings.

The high rise recycling project removed 245 residual waste bins from high rise properties reducing residual waste capacity by between 490 – 735 tonnes per year. At current disposal costs this equates to savings of up to £226,380 every year going forwards. The project also had a £2,584 underspend which was returned to the Clean City pool.

The newly completed Levenshulme District Centre project received an additional £10,000 from the Mary Portas funding from DCLG to support its Town Team and the District Centre and a further £1,500 from the Levenshulme Market Community Interest Company. Volunteers during this project contributed approximately 624 hours of their time and Network Rail was involved in the delivery of the project. As a result of the work taking place Levenshulme market has been highlighted as one of the places to visit in Manchester by Lonely Planets 2016. As a result of the project the District Centre has seen an increase in footfall from visitors and local residents bringing further investment into the centre.

Chorlton District Centre have been supported in the future maintenance of the gardens created under the project by Chorlton Traders Group. The project also underspent by £5,588 which was returned to the Clean City budget.

The removal of redundant street furniture project worked with Housing Providers including Northwards Housing Association and Places for People to deliver activities. Removing street furniture and obstacles will make future maintenance of the area more efficient and effective.

Match funding towards the Moston Brook project from organisations including Oldham Council and Moston Brook Partnership reached £27,739 and four new capital projects have brought £110,000 investment into Moston Brook. The Moston Brook Partnership has also agreed to take ownership of maintaining the site and 7 residents now litter pick their areas of the brook. A Moston Brook Fun Day was held and 30 volunteers supported the event with 500 local people attending.

The Clean City funding in Alexandra Park has contributed to a £5million investment in the restoration of the park. Monies for the wider project have come from the Heritage Lottery Fund, MCC, English Cricket Board, the Lawn Tennis Association and Sport England. The park has been supported in kind by Balfour Beatty to support the school visits and engage with colleges. The restocking of the lake will be matched by the Environment Agency.

Funding in Parsonage Gardens has supported volunteers in taking on all grounds maintenance tasks, contributing in excess of 6,000 hours per annum in the park. This has resulted in the group being awarded an RHS Gold award from North West in Bloom and are in next year's Britain in Bloom finals.

Other newly completed projects also contributed to a further underspend of £7,519 which was returned to the Clean City budget.

The Strategic Food Growing in Heaton Park has helped make the park easier and more cost effective to maintain, whilst supporting new and existing income streams such as catering. The project is self-sustaining and income is generated through the delivery of horticultural qualifications. Apprentices involved in courses gained qualifications and a route into employment as well as providing a source of regular labour for the community garden and wider park. Partnership working and a sustainable income has supported the project's plans to expand and develop proposals for the future. These plans include; outdoor learning sessions for local nurseries, delivering a food growing project with Sedgley Park Primary School and further developing community training sessions.

The volunteers, community groups, schools and organisations involved in completed projects not only created savings but has supported in communicating the objectives of Clean City. Many of the completed projects intended to educate and challenge people to create a permanent change in their attitudes and behaviour. Action days and clean up events have reinforced the message with residents that improving the quality of their neighbourhoods is something that everyone can contribute to.

9.8 Residents' feedback

Residents and community groups have feedback their views on completed projects, these are highlighted below;

"The brook looks fantastic and you should be very proud of what you have achieved. On Sunday I walked down the Fairway route and actually bumped into ten different people. That was the first time I have ever seen anyone using the path at all". **Fairway resident**

"The brook now looks like a place for the community to use and enjoy. The Moston Brook Friends Group have seen so much progress on the brook & we're keen to continue our efforts to make it better for everyone". **Manchester resident & member of the Moston Brook Friends group committee**

The planters have added some welcome colour to the site and will hopefully inspire service users and local residents to get involved with our ambitious plans to 'Green Up' the Centre" - **Breakthrough UK**

'Big fan of the new trees on Tariff St!! Thanks for investing in more greenery.' **Twitter Feed**

"The Heritage garden's in Debdale Park has brought living history to Gorton." **Sir Gerald Kaufman MP on opening of Garden on Sunday 22nd March 2015.**

"I feel that I have contributed so much to the park with this project I am very proud of our volunteers." **Debdale Eco Centre.**

"As Friends group we have a lot of connections with the public. Before the project started the Rockery was really run down and most of the comments we received, either in person or via our website, were negative and critical. The situation now is completely different – we have so many responses saying how lovely the rockery now is, and what a delight it is to visit and enjoy it. The comments have been not only from local people but also from visitors, some of whom have come from far and wide - places as far away as Australia, Japan and Africa. The project has also significantly raised the morale of the Friends group, who are highly committed to the care and maintenance of the whole of Fletcher Moss Park and Parsonage Gardens. We have felt that our pleas for a major restoration of the rockery have been listened to, and that the Council has been firmly committed to seeing the rockery and gardens as Manchester's 'Jewel in the Crown' once more. It has been very rewarding to work with Council officers in planning and implementing the restoration project." **Chair: Friends of Fletcher Moss Park and Parsonage Gardens**

Evaluation sessions held in support of the Strategic Food Growing in Heaton Park involved pupils helping to harvest produce. They were asked to write comments in response to questions including 'How did working in Heaton Park Community Garden make you feel?' responses included happy, confident and able to be involved. Pupils learnt about food growing and said they had enjoyed the day.

"The support from MCC has enabled volunteers to raise the standards of maintenance in the park. It has also received recognition from the RHS and used as an example for Birmingham Council to follow." **Residents group**

9.9 Completed Projects - Case study

CC113 Moston Brook

Background - Moston Brook is an extensive area of semi naturalised woodland, wetland and open green space in North Manchester and Failsworth, Oldham. It includes the Moston Fairway nature reserve/ forest school site and links to the Rochdale Canal and other green spaces in the Irk Valley opening up into a much wider green corridor leading into Manchester City Centre.

The Moston Brook project was formed by Oldham and Manchester City Councils to regenerate the site. Feasibility work, community consultation and master planning highlighted two key issues – poor quality access and signage and poor environmental quality including fly tipping and lack of management. The successful application to Manchester City Council's Clean City fund has addressed these issues, helped unlock other grant funding, galvanized volunteer activity and has brought about a new management regime for the sites.



Outcomes

- The creation of four new robust, high quality new gateways onto the brook at the most visible locations. Project delivered on time and within the Clean City budget of £93,750. Match funding also exceeded its target. The stone design has established a new site identity bringing the countryside to Moston. This has transformed the ability of communities to use, enjoy and connect with their local green space.
- Extensive site management/clearance to open up views and improve safety. Two high quality eco footpaths made with recycled materials were installed.
- Increased involvement of volunteers to tackle fly tipping and litter across the site – 33 hectares of land cleared, 20 groups actively engaged.
- Involvement of pupils at Broadhurst Primary School in a Moston Brook environmental arts project linked to the new entrances.
- The Clean City funding gave confidence to other funders and agencies to invest in the site and so four other capital major capital schemes were granted and completed before March 2016 bringing in a further £110,000 of capital investment.

Future - Sustainability and community involvement –the Moston Brook Project has established a management regime supplemented by help from volunteers to maintain the four sites. The wider partnership with Manchester City and Oldham Councils, The Irwell Catchment Partnership, The Groundwork Trust, The Wildlife Trust and other agencies are key to maintaining the long term viability and vibrancy of the brook. The Clean City improvements have galvanized more community use and involvement in the site and as a result The Moston Brook Friends Group have been successful with four further grants since March 2016.



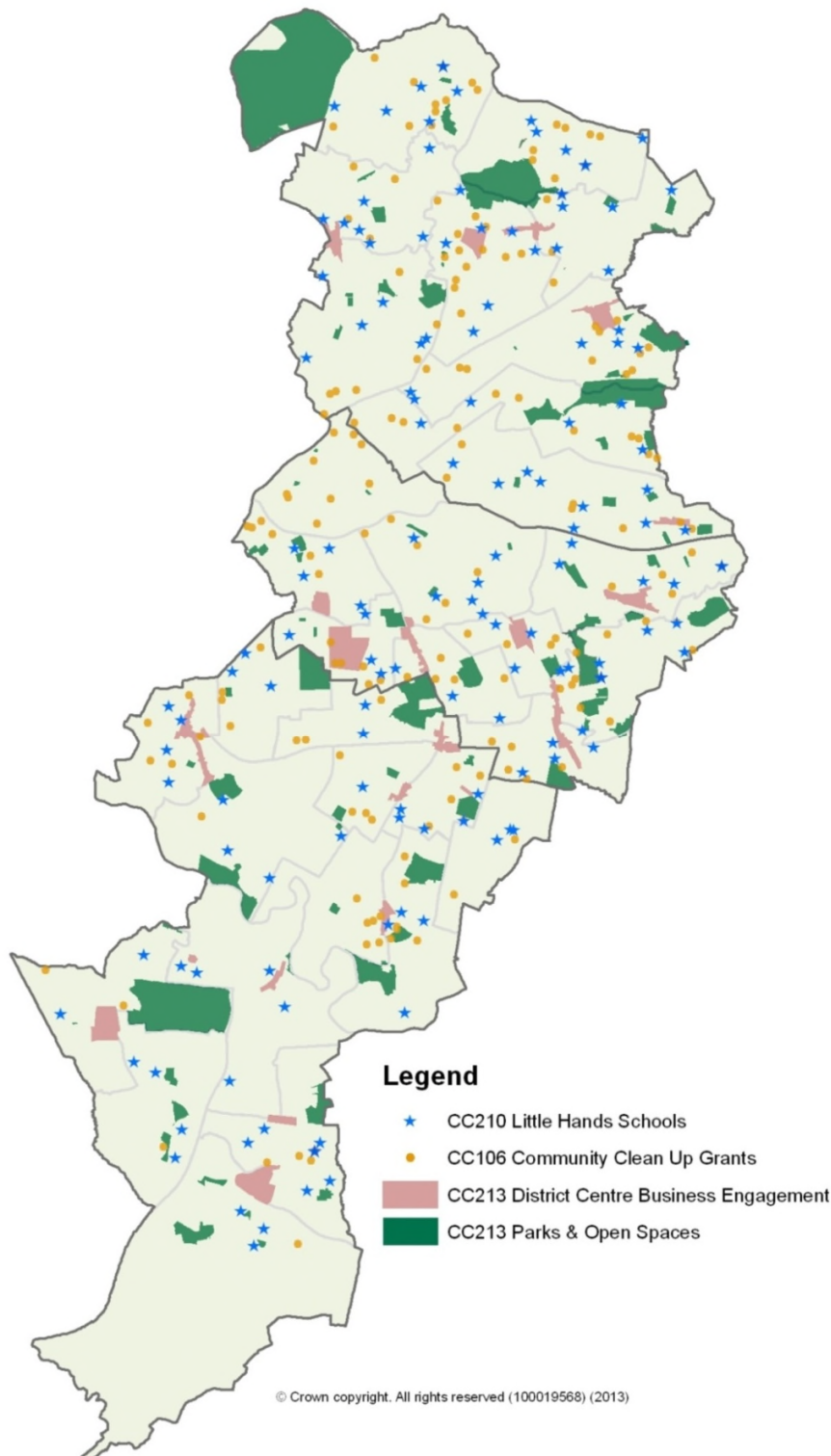
10. Citywide Projects – Outcomes and Impact

Analysis of perceptions and requests for service data has been carried out to understand the benefit resulting from ongoing and completed Clean City projects.

10.1 Mapping Community Involvement

A key aim of Clean City was to engage and involve residents, community groups and businesses and to encourage behaviour change and ensure the impact of projects is sustainable.

A selection of projects involving high levels of community engagement is displayed in the map below, showing the scope of delivery across the city.



10.2 Visual Amenity

Source: CRM Dynamics

Visual amenity methodology has been developed to analyse requests for service (RFS) data to help understand how an area is affected visually by environmental issues. Each request for service is assigned a rating showing how big an impact it has on the visual appeal of an area (1 low impact – 10 high impact). This weighting was applied to quarterly RFS data and standardised by the geographical size of an area. Each ward is given a visual amenity score (lower score = higher visual amenity and higher score = lower visual amenity).

Visual amenity scoring has been mapped alongside the number of approved Clean City projects by ward. Scoring takes into account 12 months of RFS and compares the latest data to scoring before Clean City began.

Projects have been delivering across Manchester and all wards have benefitted from Clean City funding. Of the 47 approved projects, 26 will have completed activity in the North and East focus area when Clean City ends. Image 1 shows the north of the city has seen a positive change in visual amenity. In particular Harpurhey improved its scoring by 4.87 from 23.81 to 18.94 and in terms of where it ranked in comparison to other wards in Manchester it has moved up two places from 30 to 28 (out of 32). Fly tipping saw the biggest fall (-18%, -437 RFS) comparing the 12 months before Clean City the latest 12 months. All RFS contributing to the visual amenity methodology fell by 19% (-685 RFS). In total 13 projects have been delivering in Harpurhey including Environmental Improvements to Vacant or Undeveloped Land, the Clean Up Campaign and the Removal of Redundant Street Furniture.

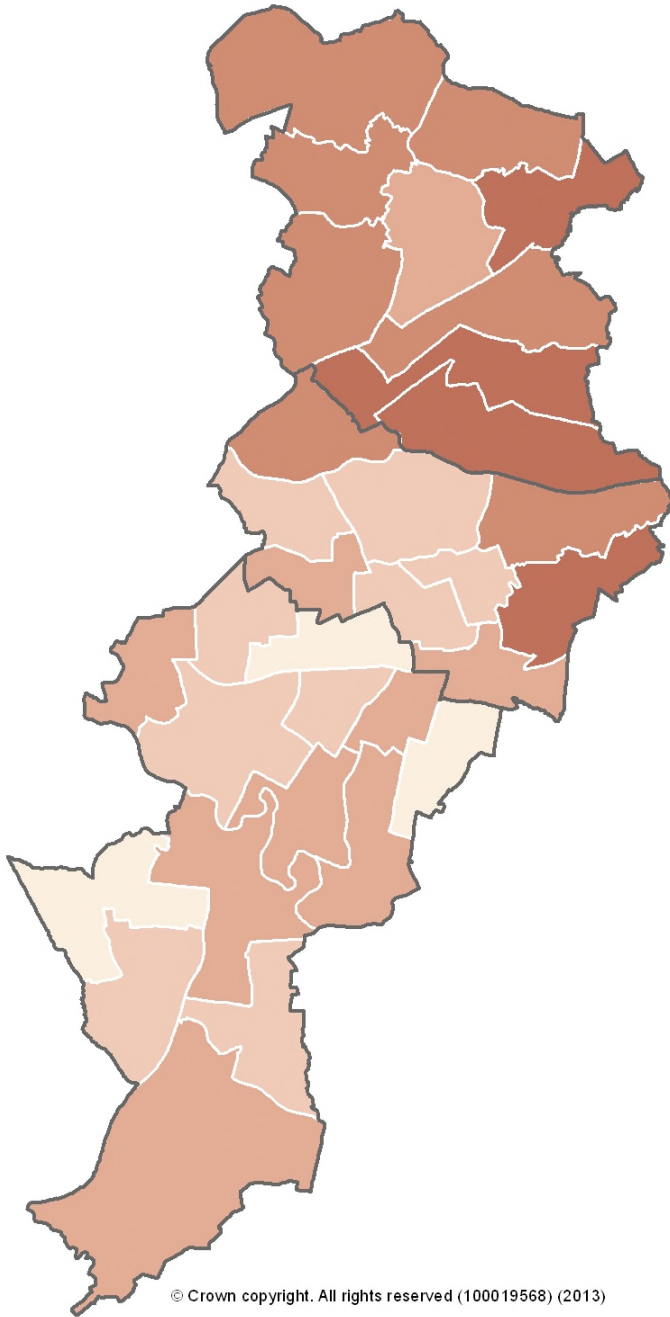
To date the project 'Environmental Improvements to Vacant or Undeveloped Land' has delivered improvements on 105 different sites covering numerous wards. Before the project began, a number of these sites were perceived as being unused and attracted more incidents of fly tipping. The majority were cleared at the end of 2014/15 and throughout 2015/16, which aligns to the reduction in fly-tipping RFS in Harpurhey. So far, 10 sites in Harpurhey have been included in the project.

Visual Amenity in Ancoats and Clayton, Gorton North and Bradford wards in the east of the city has fallen slightly though a total of 20 projects are ongoing or have completed in these wards. The largest increase in all three wards came from fly tipping, although Ancoats and Clayton saw graffiti fall by 82 requests and litterbin / dog bin requests fell in both Bradford and Gorton South by 43 and 62 RFS respectively. 14 of the 20 projects are still delivering in these wards including Little Hands and Pride in East Manchester.

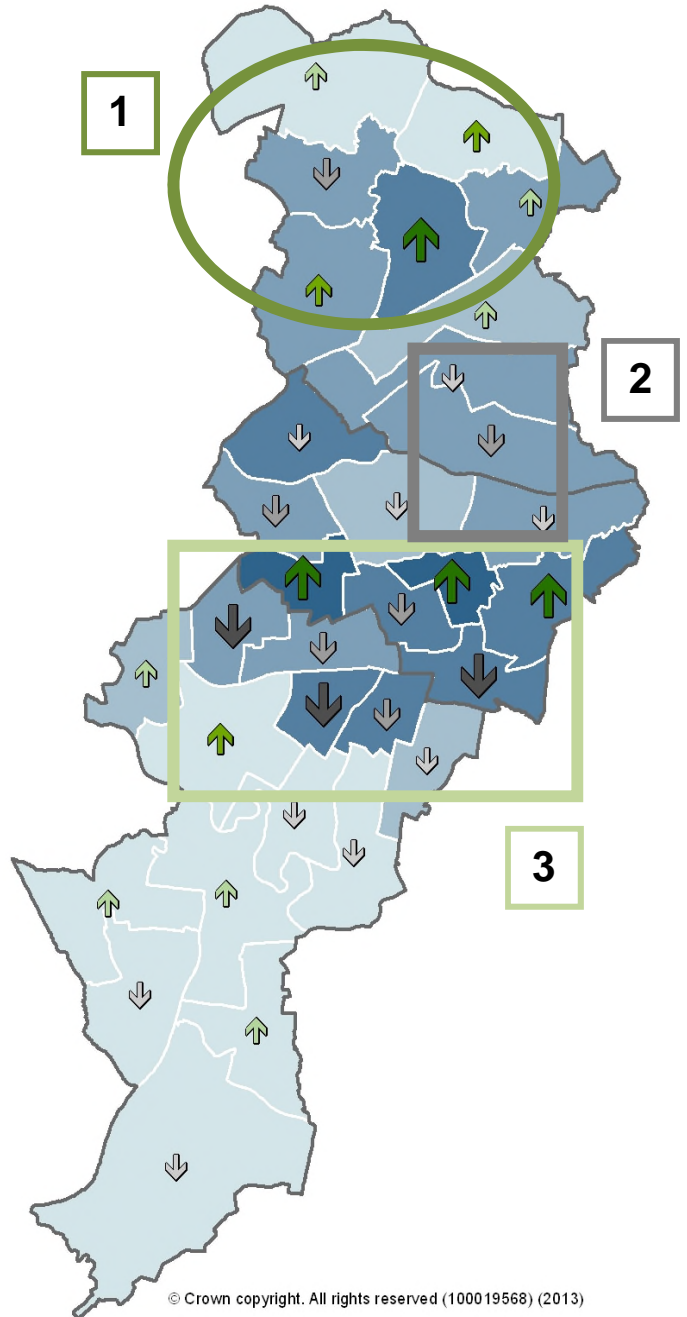
Pride in East Manchester is establishing a programme of engagement activity with local residents and businesses to raise awareness of the Clean City principles and to create a sense of pride in local areas. The project has engaged a further 138 volunteers in activities since the last evaluation totalling 407 individuals, this has exceeded the original target of 200 volunteers. The project is aiming to build capacity within the local community to continue activities and 20 volunteers have become long-term Clean City champions.

Mixed change is evident in the central and south areas of Manchester. Visual amenity is improving in Moss Side and Longsight where 14 projects have completed or are delivering, an encouraging change as these wards are some of the poorest performers. Both areas experienced a fall in fly tipping and street cleansing requests. While amenity in Whalley range, Old Moat and Levenshulme has fallen and in parallel the biggest increases in these wards came from fly tipping and street cleansing. There was also a spike in graffiti requests in Old Moat with over 200 more requests in the latest 12 month. This was particularly high in quarter 1 16/17; however, officers within the South Compliance Team have been working proactively along areas like Wilmslow Road. The work commenced in April 2016 and included reporting graffiti for removal.

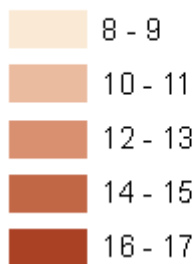
Number of projects approved by ward



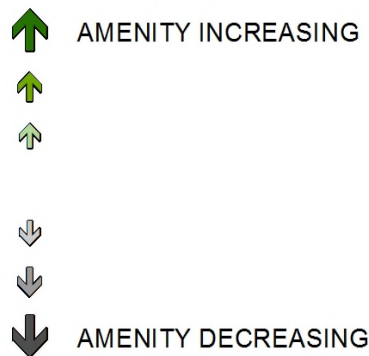
Visual Amenity Score Qtr2 16/17 & change Qtr4 13/14 to Q2 16/17



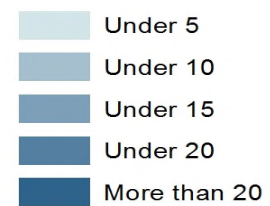
Projects at ward level



CHANGE Q4 13/14 TO Q2 1617



VISUAL AMENITY SCORE Q21617



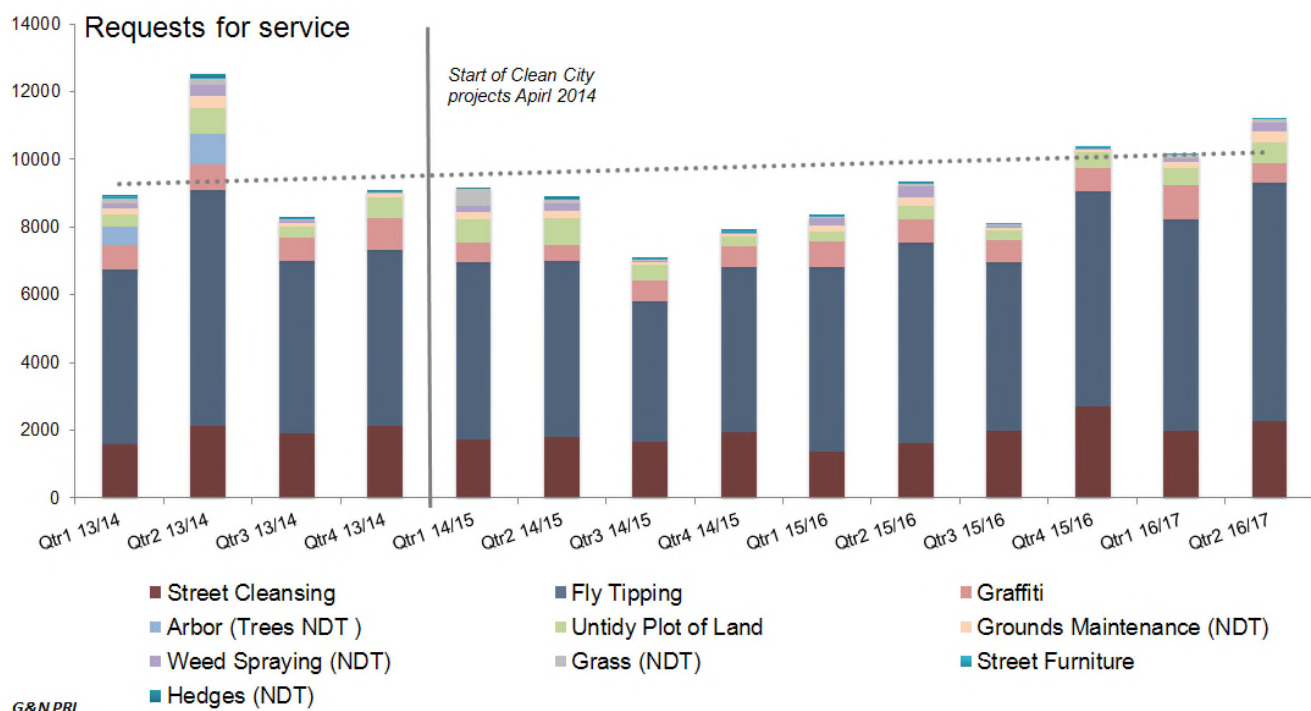
Visual Amenity Scoring is a 12 months rolling average

10.3 Requests for Service⁶

Source: CRM Dynamics⁷

Monitoring the number of service requests can gain useful contextual information about the impact of Clean City projects. It is anticipated there may be an initial increase in requests as local stakeholders begin to expect a higher standard of cleanliness, this will be monitored over time. July 2015 also saw the appointment of a new integrated contract with Biffa to deliver both waste and recycling collection and street cleansing services. There was a subsequent period of transition from the previous MCC and Enterprise services to the new contract. Alongside this there have been various service changes including new waste collection services for households.

The graph below analyses a number of environmental RFS⁸ to show direction of travel before and after Clean City began. Requests showed evidence of decline after April 2014 although this was not sustained. Quarter 3 14/15 reported the lowest count of RFS but following this, requests have been increasing. High numbers of fly-tipping impact the direction of travel for all RFS, therefore individual RFS will be analysed further.



Rolling 3 and 12 month averages have been applied to the following RFS to take out the effect of seasonal change on the data.

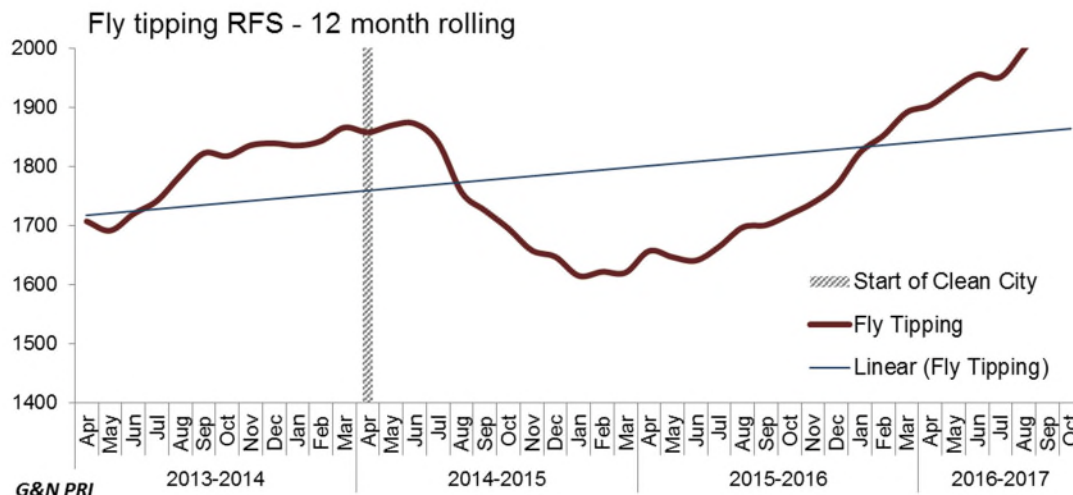
Fly-tipping accounts for the highest number of service requests related to environmental issues in Manchester. The graph below shows since the beginning of Clean City there has been a marked reduction in requests particularly around quarter 3 and 4 14/15. In 2014/15 there were 19,443 requests compared to 22,390 in 2013/14 a reduction of almost 3,000 requests. All neighbourhood focus areas saw a reduction in fly tipping in 2014/15 compared to the previous year, the North and East by over 2,000 requests.

⁶ RFS are all requests closed or in progress. Neighbourhood Focus areas included for RFS where location information is provided, therefore figures will not sum to the total reported. Dates of when RFS began recording on CRM vary, therefore dates covered by rolling averages may differ.

⁷ Increase from July-13 to Sept-2013 is likely to be due to CRM system changes. Many fly-tipping requests were logged as generic street management issues. The street management form was disbanded in Jul-13 and fly-tipping requests were logged on the fly-tipping form.

⁸ Certain RFS began recording at the start of 2013/14 therefore the trend graph does not show more historical data

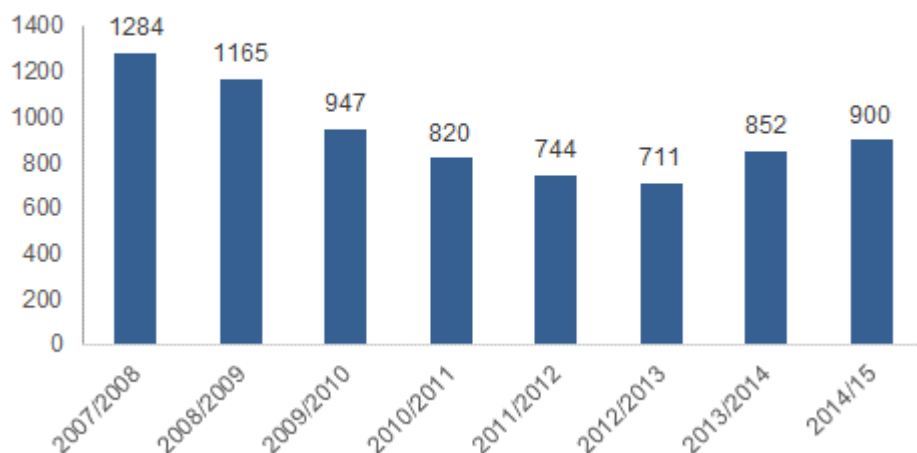
Requests began to rise in 2015/16 and in the 12 month to October 2016 there were 2,786 more incidents of fly tipping compared to before Clean City (+12.4%).



According to the Department for Environment, Food and Rural Affairs all local authorities dealt with a total of 900 thousand incidents of fly tipping in 2014/15, an increase of 5.6% since 2013/14 with nearly two thirds of fly-tips involving household waste. The trend in incidents of fly tipping had been downward until 2013/14 when there was an increase to 852 thousand incidents. The number of fly tipping incidents increased again in 2014/15 to 900 thousand incidents. Care should be taken when interpreting this increase. This may reflect both improvements to the capture of fly tipping incidents as well as genuine increases in the number of incidents.

Although nationally fly tipping has been increasing Manchester reported a drop of almost 3,000 requests between 12/13 and 13/14. This correlation in time periods suggests when Clean City started in 14/15 the work taking place through projects had a positive impacted on incidents of fly tipping compared to other areas.

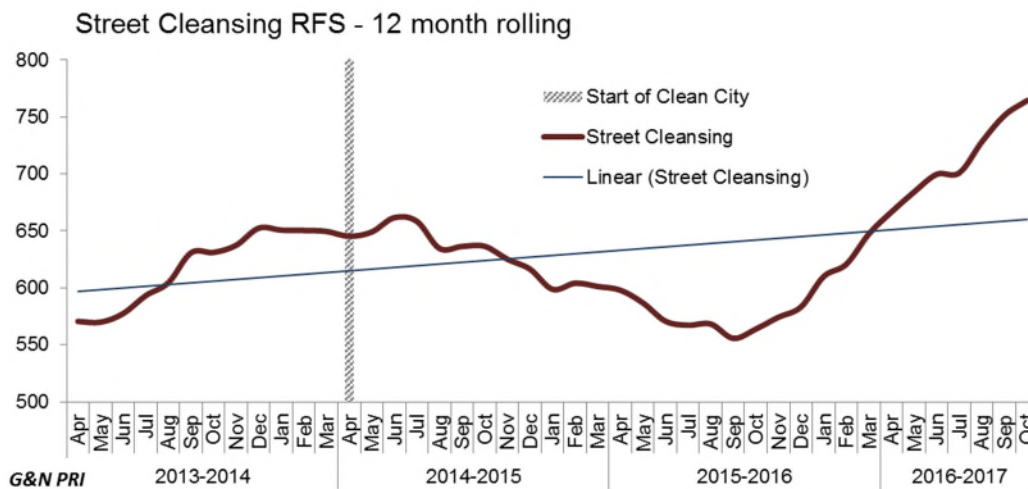
Fly tipping incidents in England, 2007/08 to 2014/15 (thousands) G&N PRI



Source: Department for Environment, Food and Rural Affairs

The Fly tipping in England statistical notice for 2015/16 is due to be provisionally released in 2017 and will be included in the next evaluation.

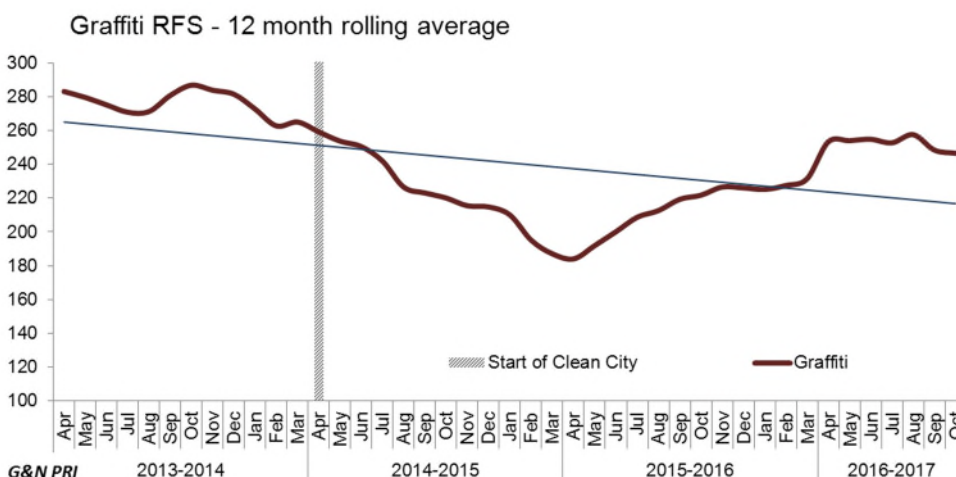
Street Cleansing requests also saw a fall following the start of Clean City. 2014/15 reported 580 less requests compared to 2013/14. However, as with fly tipping incidents have been increasing in recent months and between Nov-15 and Oct-16 requests were 17.7% higher than the year before Clean City (+1,378 RFS). In May 15/16 street cleansing dropped to its lowest point since recording began on CRM 374 RFS. All neighbourhood focus areas saw a reduction during this time, particularly the South and Wythenshawe area where requests fell to just 81.



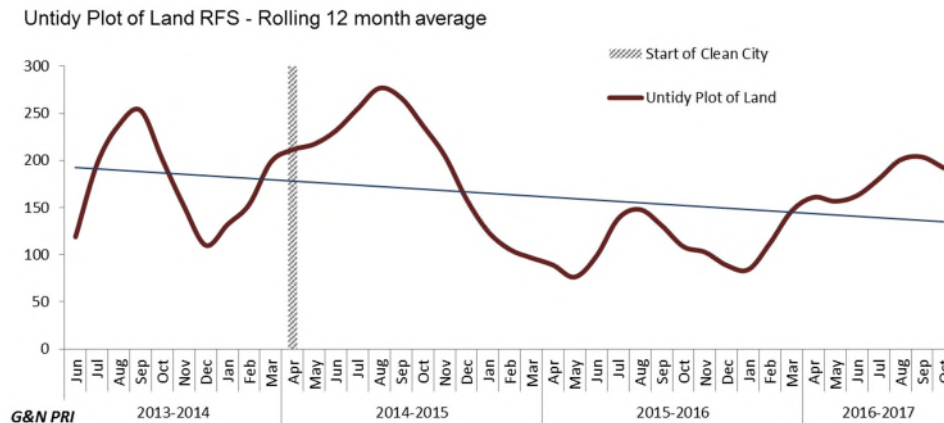
Since the beginning of 2014/15 the Clean Up Campaign has been delivering community led clean-up projects across the city run by residents, local organisations, businesses, educational establishments and volunteer networks. The project supports volunteers to understand their responsibility to dispose of their rubbish properly, reduce reuse and recycle and to keep areas clean. By the end of quarter 2 16/17 13,635 bags of rubbish had been collected and 16,935 volunteers were engaged in activities. The project aims to encourage more volunteers to take action and original outputs are expected to be surpassed when the project completes.

Graffiti requests were on a downward trend that was influenced by reductions in South and Wythenshawe, this area alone reported 866 fewer requests in 2014/15 than the previous year. However, the increase in recent months also came from the South during quarter 1 16/17. As reported earlier, officers in the South were actively reporting more incidents during this period, which accounts for why this area alone saw graffiti rise (increases reported in Fallowfield +160, Old Moat +215 and Withington +148). Quarter 2 16/17 counts returned to levels seen prior to this increase.

August 14/15 had the lowest recorded requests since data began recording on CRM, this decrease was evident in all Neighbourhood Focus Areas but particularly in the City Centre and Central area.



Untidy plot of land saw an initial increase from the start of Clean City but has since declined; this was reflected in reductions across the neighbourhood focus areas. This reduction aligns to when the project Environmental Improvements to Vacant or Undeveloped Land was being delivered in 2014/15. In recent months request have been increasing which will be monitored in future evaluations.



10.4 Residents Telephone Survey⁹

Source: Manchester City Council Residents Telephone Survey

Selected residents' satisfaction questions have been analysed where it is anticipated there may be a change because of delivering Clean City projects. It is expected there may be an initial reduction in satisfaction levels following the implementation of Clean City projects as local stakeholders begin to expect a higher standard of cleanliness, this will be monitored over time.

The percentage of residents who are satisfied with their local area as a place to live has been steadily increasing from quarter 1 13/14. Citywide satisfaction levels are up 3.1pp to 80.7% in 15/16 compared to 13/14.

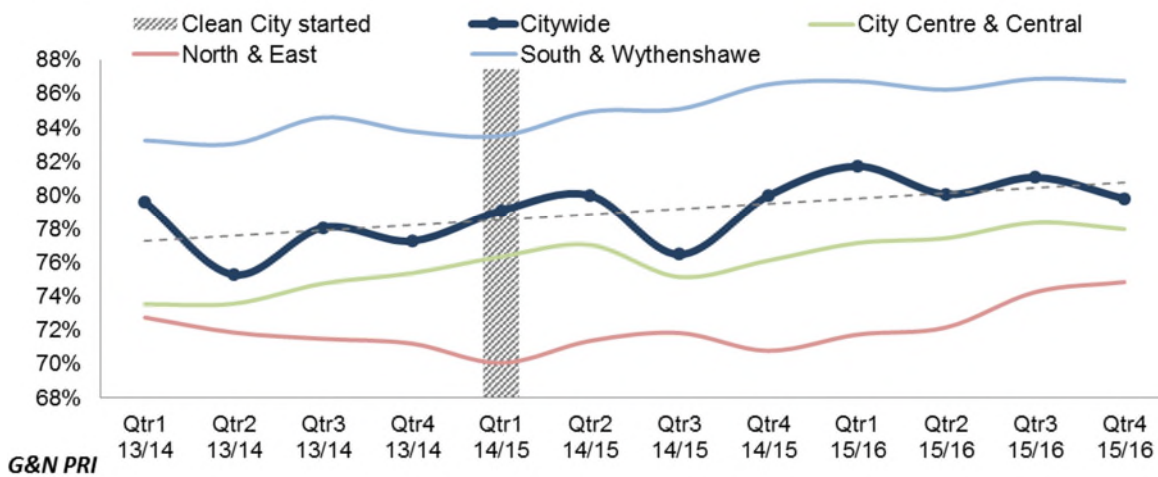
In particular residents who are, 'very satisfied' with their local area has increased from 22.6%¹⁰ in quarter 4 13/14 to 36% in quarter 4 15/16. South and Wythenshawe residents' report the highest levels of satisfaction, 13 projects are currently delivering in this area including work on parks and district centres as well as clean ups and litter picks. Other neighbourhood focus areas have also experienced an increase in satisfaction levels since Clean City began and to date 25 projects are still delivering activities.

A total 23 of the 32 wards in Manchester saw a rise in satisfaction with local areas comparing the latest data to before Clean City began. Gorton North and Harpurhey saw satisfaction increase by 19.47pp and 13.54pp respectively.

⁹ Quarterly survey data below citywide level is based on the cumulative responses from the 12 months prior to quarter end. The telephone survey aims to ask representative sample of Manchester each quarter to ensure the results are statistically significant. Therefore high fluctuations within the results would not normally be expected.

¹⁰ Based on percentage of all response types.

Satisfaction with your local area



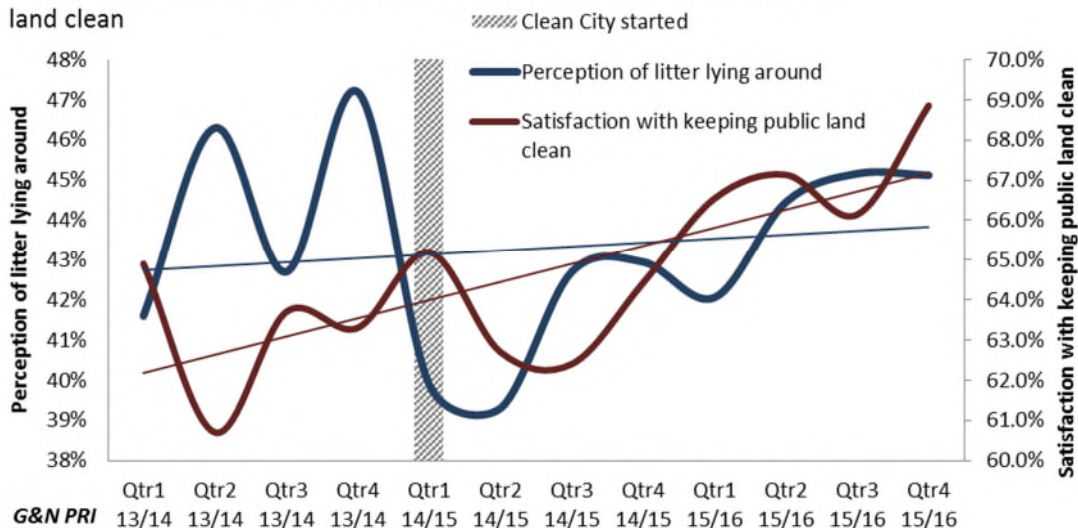
The Gorton Growing Together (Gorton North) is an example of the type of project being delivered as part of Pride in East Manchester. The project, driven by a resident-led group has seen the transformation of an under-used green space at Gorton Community Centre into a vibrant neighbourhood allotment and community event space. The project has already attracted a range of partners including Red Rose Forest, the Groundwork charity and international construction services company, ISG and included over 150 hours of volunteering time contributed by the local community and partners.

Residents' perception of litter lying around fell significantly at the beginning on 2014/15, during the 12 months leading to the end of quarter 4 13/14 perceptions of litter lying around reached 44.4%, by the end 14/15 rates fell to 41.2%. At the same time, there has been a strong increase in those satisfied with the council keeping public land clean, up 4pp on 13/14.

Following the initial decline in perceptions of litter lying around this has increased to similar levels previously reported before Clean City began (44.2% 15/16). All neighbourhood focus areas have experienced this rise.

Citywide satisfaction with keeping public land clean has been increasing and at the end of 15/16 67.2% of residents reported they were satisfied. This level of satisfaction has not been reported citywide since 2011/12 (68.6%) and all neighbourhood focus areas saw satisfaction increase on rates in 13/14.

Perception of litter lying around and satisfaction with MCC keeping public land clean



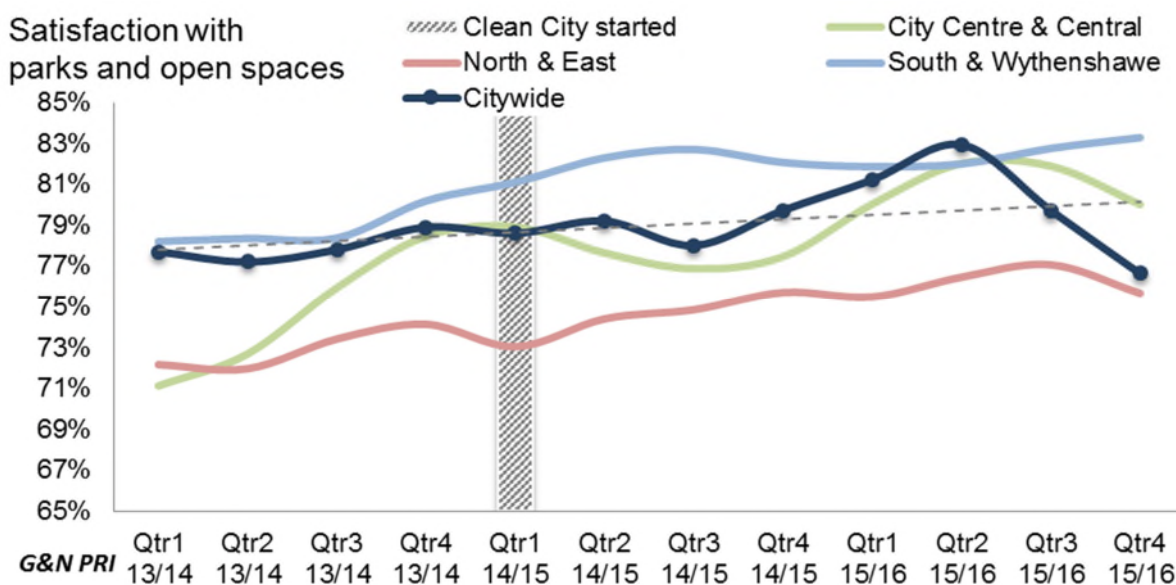
Crumpsall, Gorton North and Levenshulme wards all saw satisfaction with keeping public land clean continue to rise from 13/14. Perceptions of litter lying around also declined year on year in these wards. A number of projects have been delivering here including Little Hands, which supports schools to implement behavioural change activities within their school and the surrounding community. Schools are undertaking sustainable long term projects that reduce litter and waste, increase recycling and also edible plant growing. Many schools are carrying out litter picking activities and many are also embedding these elements into the curriculum by incorporating litter surveys, descriptive writing sessions and report writing. So far, 58 schools have delivered over 1,000 litter-picks involving more than 34,000 pupils and some 3,837 parents and residents. Litter, waste and recycling are also being incorporated in to citizenship, sessions as well as science and technology modules at secondary school level.

Parks across the city have benefited from Clean City funding and this is reflected in residents growing satisfaction with parks and open spaces. In 15/16 80% of residents were satisfied, these levels were last seen in 2011/12 (84.5%). Satisfaction at the end of 15/16 saw a decline although overall satisfaction was up. This will be monitored in future evaluations through the new residents' survey.

South and Wythenshawe residents report the highest levels of satisfaction and this has been steadily increasing. As well as the completed projects delivering in parks there is ongoing work in Heaton and Brookdale Parks as well as community spaces being created and improved. The North and East have also experience this improvement since the beginning of Clean City and in 2015/16 the City Centre and Central reported satisfaction levels of 80%. The City Centre Community Greening Programme began delivering in 2015/16 and aims to transform the appearance of key areas of the City Centre through cost-effect and innovative greenery, to date there has been 200 meters squared of land improved involving 10 groups, 40 residents, 44 children and 8 business actively involved in work.

Overall, 25 wards have seen satisfaction with parks increase from 13/14 to 15/16. Satisfaction in Baguley is up 10pp and Gorton North rose to 78.5% up 12.9pp.

In addition to the above, parks across the city are benefitting from the work being carried out under the Citywide Clean Up Programme a total of 90 parks will benefit from improvements to infrastructure and planting schemes, enhancing the overall appearance of parks.



10.5 Ongoing projects – Value for money

Understanding the full extent of ongoing projects potential to save money and create efficiencies is expected to be detailed in the final evaluation. Detailed below is the information projects have provided so far.

For ongoing projects so far there have been 21,549 volunteers engaged in activity, 585 residents groups involved, 203 schools engaged and 237 businesses involved in activity. These numbers are considerable in terms of the resources provided to support projects. There have also been 34,584 pupils involved in litter picks and 61 residents receiving training all contributing to changing behaviours through educating and informing children and adults about the importance of the environment and keeping neighbourhoods clean.

To date there have been 2,786 clean up events and activity days and 1,018 litter picks communicating the objectives of Clean City and the importance of clean, green neighbourhoods.

The Citywide Clean Up project is creating many opportunities for generating efficiencies and adding value. Areas across Manchester are benefitting from an investment programme focussed on improving appearance and reducing future maintenance requirements. Working with volunteers, community groups and businesses to engender change and build greater resilience within neighbourhoods.

Clean City funding has delivered in excess of 3,000 days of paid training to Manchester Young People. Thirty five young people have benefitted from this opportunity, developing real skills undertaking real jobs within the Public Realm Team. The young people have undertaken training in a range of skills, including; safe working, the use of tools, the use of power tool, the use of mowers, use of chippers, sports pitch marking, play repairs and fine turf management. They have successfully put into action the skills gained, undertaking a range of activities including, site clean ups and makeovers, shrubbery and hedge reductions, painting works, wild flower and bulb planting across the city's parks and green spaces. Four of the young people have been successful in securing grounds apprenticeships, 3 at the City Council and one with Wythenshawe Community Housing Trust, others members of the scheme have gone on to gain employment in other areas.

The funding approved for the Highway Maintenance Challenge Fund project is 21.05% of the overall cost. The Department for Transport provided the remaining 79% that equated to £6.345million. The resurfacing and reconstruction schemes cover a number of roads spanning multiple wards in Manchester. Funding from Clean City ensured the grant from the DfT was secured. Once the works are completed, maintenance costs will be greatly reduced for several years creating further efficiencies and general costs are lower than reactive type road repairs.

As a result of the work taking place in parks many have been awarded Britain in Bloom, Royal Horticultural Society awards and Green Flags including Brookdale and Heaton Park. The publicity surrounding these awards will attract more visitors and volunteers are being encouraged to support the nationally recognised projects taking place.

Volunteers taking part in the Community Clean Up project are undertaking local litter-picks, planting and community events. Many have agreed to carry out regular activities and have been provided with the tools to continue to make sustainable impacts on their neighbourhoods. Building capacity in communities and creating behaviour change will support residents to take greater pride in their neighbourhoods and reduce long term dependence on council services.

It is estimated that each blocked gully repair delivered as part of the Blocked Gullies project has achieved cost avoidance / saving of £125 per location in jetting charges. For the 179 sites locations completed, this equates to a total of £22,375 up to the end of the project. Additional reactive maintenance savings are anticipated in subsequent years due to improvements in the drainage network. These are anticipated to be in the region of £25 per location / year, an additional £4,475 per year.

Further project specific savings and evidence of opportunities to match resources to other funding will be included when projects complete in future evaluations.

10.6 Resident's Feedback

Residents and community groups have feedback their views on projects that are still being delivered, these are highlighted below;

Community Clean up - Alley way greening

As part of the Clean City Community Clean-Up grants, neighbourhoods across Manchester are making their alleyways places to be proud of. The grants give residents the resources with which to create their own vision for clean and colourful shared community spaces.

"I do regularly see neighbours working on their planters. It also feels much more secure and we don't appear (fingers crossed!) to be having the same issues with low level ASB which is one of the reasons we applied for the grant."

The resident was asked if the project been a success? *"I would say yes it has the following reasons:*

- *The alleyway feels much more secure (security lights have helped greatly)*
- *Less problems with people drinking and smoking weed in the back alley (this was a regular issue)*
- *It brought together the neighbours. There are lots of people who I now regularly speak to who I simply didn't know prior to the project.*
- *The alleyway looks an attractive area (where as it didn't before)*

I think over time the area will continue to improve and as part of this people will feel more inclined to use this space a bit more." **Resident in Chorlton Park.**

Resident living in Gorton for 24 years says that the alleyway is unrecognisable since she and her neighbours decided to tidy and brighten up the space with flowers.

"About a dozen of us got together in the first place, but it's gradually grown and more people are now taking part.

"We started with some tidying and planting, but things took off when the Council offered us new planters, which house our bins while providing space for a floral display.

"We had a planting session recently and people as young as six and as old as 80 joined in. It's changed our perceptions of what the alley can be. Now we can use it to sit together as neighbours."

"I would recommend that people give it a go. Get to know your neighbours and live in a better neighbourhood as a result." **Resident in Gorton.**

Little Hands

"The children have learnt a lot and it has changed their behaviour towards recycling."

"The children are so enthusiastic about the project and it's great that whole families have been involved in the activities."

"One of the parents has been teaching the children how to grow pumpkins. We're encouraging parents to share their knowledge of how to grow different types of plants to create a really diverse garden." **A teaching assistant at Bowker Vale.**

A teaching assistant whose school has helped clean up its community has been named the Pride of Manchester. The teaching assistant was handed the top gong after being crowned the 'Champion of champions' at the city's annual Be Proud Awards at Manchester town hall. The teaching assistant was commended for her work to bring people together as well as her passion and drive.

She commented *"I couldn't do it without the children's enthusiasm and the leadership team at the school. If people want to do something like this, they should just get stuck in and do it."* **Teaching assistant.**

City Wide Clean Up Programme

In November, Friends of Milky Button Park held a bulb planting event attended by 25 children from Newall green Primary School. The group were joined by the Communities Together Group and all the children received a t-shirt. The group explained the planting process and demonstrated how to plant the bulbs. Teachers commented that the children really enjoyed the day.

Some comments from the children who took part in the session:

"I enjoyed playing in the park. My favourite part was when I planted the bulbs and jumping on the covers of the mud. Thank you for having us."

"I liked picking the seeds and putting it in the hole."

"I just want to say a big thank you from Josh. I will go and look at them and think those bulbs are going to make the park look great."

"I enjoyed planting the bulbs. I can't wait till the bulbs grow."

"I love planting the bulbs and jumping on the soil. Thank you."

Brookdale Park Rejuvenation of The Northern Dell

"The Group are pleased with both the proposed scheme and how the works are progressing on site. They visit the site regularly to monitor the progress of the scheme and take an active involvement. Local residents and regular visitors to the park continue to voice their support and approval for the works we are undertaking They are now looking forward the completion of the scheme, which will be the start of the complete transformation of this area of the park on the path to returning it to its former glory". **Brookdale User Group community group**

10.7 Ongoing projects - Case study

The District Centres have an essential role to play in providing services, supporting economic growth, providing local employment and supporting business sustainability. They are usually highly visible and attract significant footfall and they engender a sense of civic pride and visibly influence an impression of the immediate area and its surrounding neighbourhoods. There is a need to ensure the area remains attractive for those who live, work, and use the centre, which should improve the economic and environmental well-being of the area.

One area in particular, Longsight, has undergone improvements as part of the wider Clean City District Centre clean-up programme. To make a visual impact the centre was given a make-over following on from an audit that identified the need for intervention.

An overall clean-up of Longsight was needed, and the road edges were cleaned and the paved areas were scraped clear of weeds and swept away. Clean up teams were on hand to free alleyways of rubbish and fly tipping. Allowing over 100 hours work of deep cleansing and jet washing which brought the centre up to a high standard. This work extended along the A6 corridor, and allowed focus on the district centre for more action.



Planters that front the shops on Stockport Road were replanted with grasses, shrubs, and palm trees, creating an attractive view for businesses, shoppers, and commuters that pass through the centre. All the tree pits were cleared of saplings, epicormic growth and debris, allowing the trees to grow and provide a valuable asset to the urban area.

Other improvements included 22 new litter bins installed through the centre, which were suggested by the local business owners, along with 3 bins replaced with new. As well as this 6 new recycling bins have been located in the centre.

To improve the aesthetics of the centre 44 lamp columns were painted, along with 157 items of street furniture, which includes bollards, benches, and bike hoops.

Longsight Market plays a key role in the centre's busy community. So investment was agreed to paint the market to create a positive image and attract more shoppers. In total 120 market stalls were painted, along with 19 store units, and the office block. Painting the large canopy has also improved the visual appearance of the area.

To ensure that these improvements were recognised and maintained, Longsight businesses were engaged throughout the programme of works. The centre has its challenges in terms of recurring litter, waste and rubbish issues which are costly for the council to respond to. So to tackle this the businesses were engaged through Longsight's Best, an awards scheme that recognises the role they play to be an active part in the local community, raise their standards and compete to be the best.

As well as celebrating the best businesses in Longsight and providing them with valuable extra publicity, Longsight's Best created an opportunity to promote Longsight as a shopping destination.

An awards night that has environmental issues at its core was held on the 12th February 2016 in Manchester Town Hall to recognise Longsight's Best businesses.

Amongst the winners were Waddle Taylor Bryan Solicitor for their innovative 'meet the neighbours' event they saw the challenges that many of their vulnerable clients were experiencing due to cuts to legal aid services. In response they brought local charities, services and community groups together so that they could work collectively to better meet the needs of the community.

In the food outlet category Appna Surpermarket won an award for their contributions to the community including the corporate social contribution for, Stanley Grove Primary Academy.

For his overall contribution to Longsight, from Madina Properties, Haroon Afzal collected the award for his efforts as Chair of Longsight traders, he gives of his time and his business resources for the community, he has helped run the successful Chand Raat event, is actively involved in the newly opened Pakistan Community Centre, gives his own and his staff time for Love Longsight events.

This successful approach recognised businesses that have shown they #lovelongsight by helping to keep Longsight clean, employing and training local people, helping the community or providing excellent customer service.

Together they can move forward and maintain the success of Longsight District Centre particularly by making Longsight cleaner and more attractive to shoppers.



11. Conclusion

The aim of Clean City projects is to deliver improvements to the visual appearance and cleanliness of the city. An extensive range of activity has been undertaken, including litter picks, increased rubbish collection, increased clean-up activities, increase in the volume of land cleansed as well as the planting projects, improvements to street furniture and the work taking place on the district centres and parks.

There have been increases in opportunities for residents to recycle through provision of additional bins and the high rise-recycling project. Educational activity has assisted in this process by conveying the importance of recycling.

Qualitative case studies have evidenced how individual projects are having a significant impact on the quality of life for many residents across the city. These studies have contributed to a greater understanding of project sustainability as well as giving examples of how recycling behaviours have been influenced. The significant number of residents, schools, businesses and community groups involved in educational activity that stresses the importance of creating clean and green neighbourhoods should have behavioural change impacts that now and into the future.

Despite these positive findings, some types of street environment requests for services are seeing an increase in volume. It could be that ongoing changes to services, including the new waste and recycling contract, have led to officers actively reporting more issues which have contributed to this trend. Resident satisfaction with their local area continued to rise during 2015/16 which suggests that Manchester's neighbourhoods are not suffering an increase in visual disamenity. Results from the new residents survey will inform the next evaluation and work will take place to cross reference visual amenity with public satisfaction to better understand what the data is showing. This will provide insight into whether requests for service are rising because of an increase in street environment issues or rising because residents are more inclined to report issues.

Feedback from projects shows that residents are increasingly proud of their local areas and are working together to improve their environment. Those involved are recognising the role they have to play in the city and through projects the Council are working with communities and organisations to take important steps towards the vision for Manchester's future.

As noted above measuring the sustainability of projects and behaviour change in a quantitative way is challenging at this stage and the impact may be seen after Clean City has concluded. For this reason, it is recommended that interim evaluations should continue to take place on an annual basis whilst projects are continuing to be delivered, these will include further trend analysis, and waste and recycling data in addition to updates to the content included in the current interim evaluation. A final evaluation will be produced a year after the final project is completed (2018/19) and will include lessons learnt, and recommendations for future projects.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee - 5 January 2017

Subject: Manchester Legal Services – Models of delivery for legal services

Report of: City Solicitor

Purpose of Report

To inform members of the current arrangements for the provision of Legal Services to the City Council and of options considered for future service provision.

Recommendations

Members are requested to consider and comment on the Report

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
 - Risk Management
 - Legal Considerations
-

Financial Consequences – Revenue

Nil

Financial Consequences – Capital

Nil

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1.0 Current position

- 1.1 Legal Services aims to be the leading provider of legal services to the public sector in Manchester, Salford and the City Region. Legals' Service Plan 2015-17 sets out the high level aims and key objectives as - .
1. Delivery of a legal service that delivers value for money;
 2. Ensure that the service has a strong financial basis;
 3. Build and grow effective business relationships;
 4. Monitor new and emerging areas of work;
 5. Explore options to deliver service efficiencies.
- 1.2 Legal Services is a shared legal service providing services to Manchester and Salford City Councils as well as GMCA and other bodies. It has operated as a shared service with Salford since 2012 and a strong track record of collaborating with other AGMA authorities.
- 1.3 There is also an in principle agreement to establish a shared Children's and Adults legal service with Rochdale BC. Staff consultation will commence in January, with a shared service start date of March/April 2017. This will make the service the largest in house provider of Children and Adult legal services in the country.
- 1.4 Legal Services currently acts for a wide range of clients including over 200 Manchester and Salford schools, 9 residential social landlords, Salford Royal Foundation Trust and the OPCC. In addition the internal advocacy unit in Children and Families (Legal) undertakes work on behalf of Oldham and Tameside Councils.
- 1.5 At present, approximately one third of Legal Services income is derived from central recharge funding from Manchester. The rest is derived from external income streams. The service has consistently met its saving targets.
- 1.6 The service also keeps under review options for improvements and efficiencies and has identified the two main developments being considered nationally as collaboration with other local authority providers and the formation of Alternative Business Structures (ABS)

2.0 What others are doing

- 2.1 The Local Government Lawyer magazine undertakes an annual survey of local authority legal departments throughout the country: the *Legal Department of the Future*. The results of the last survey were published in February 2016. The publication of the survey responses provides useful benchmarking of Manchester Legal Services's approach compared to other legal departments.
- 2.2 Despite the cut in local authority finances generally, the work undertaken by legal departments is set to grow. 44% of respondents anticipated that their volume of work will increase significantly (i.e. by more than 10%). A number of

respondents reported that legal departments now act as the corporate memory, due to reductions in the size of clients and the loss of experienced staff in the client department.

2.3 The top 5 greatest challenges, were named as

- cost control/budgetary issues
- lack of experience/resource in their client departments
- recruitment and retention.
- developing or expanding the provision of traded legal services
- responding to departmental efficiencies

Future options for in house services were identified as

- Changing legal department sizes and structures;
- Getting the most out of the authority's external legal spend;
- Implementing shared services
- Setting up alternative business structures;
- Generating extra revenue by selling legal services; and
- Partnering with the private sector.

3.0 Changing legal department sizes and structures

3.1 Legal Services' size and volume of work expanded significantly when it entered into a shared service with Salford in 2012 and is set to expand next year with the work for Rochdale Council. Legal Services has led the way in legal work supporting the development of GMCA and transfer of powers to it as part of the Northern Powerhouse and devolution agendas. Legal Services will also take on internal management of areas that have historically sat elsewhere within City Solicitors including Members Services and the governance and scrutiny unit.

3.2 In anticipation of these changes, Legal Services has restructured its senior management team (LMT), having established a fourth group (the "Governance" group) to sit alongside the three existing groups; Neighbourhood Services, Regeneration and Children and Families. Team structures remain largely unchanged, but there is a greater focus on working across the boundaries of teams and groups within the department and moving staff in response to shifting demand. This sits alongside Legal Services' grow your own policy,

3.3 The department also has a very successful Grow Your Own strategy which helps avoid minimise recruitment and retention issues, and has the most active workforce development group within the Council. The service has numerous examples of staff being developed and supported to move from support roles through to qualification as solicitors and legal executives and has employed four apprentices through the Council's apprenticeship scheme. We have a work placement scheme which allows Manchester and Salford residents and students to obtain experience of working in a legal practice and work closely with the Universities in Manchester and Salford to promote this

scheme. We have provided work experience placements to 35 students over the last four years.

4.0 Getting the most out of the authority's external legal spend

4.1 Legal Services aims to carry out as much legal work in house as is possible and financially viable. The size of the department and the variety of legal work undertaken means that work is outsourced by exception, either because there is not the capacity to do the work in house or there is a specific skill that we do not retain. Spend on external legal work has shown a decreasing trend over a number of years which is supported by the legal framework for external providers which has driven down the cost of our external spend by £387k over the last 2 years.. Legal Services aims to carry out as much legal work in house as is possible and financially viable. We plan to extend in house advocacy across other areas e.g. Inquests, Adults, and Judicial Review.

5.0 Implementing shared services - collaboration

5.1 Legal Services has established a successful shared service arrangement with Salford, which is set to continue which has led to approaches from other AGMA legal departments for support such as Rochdale.

5.2 However, shared service arrangements will only be considered where the service is able to ensure that there is no diminution in the service provided to Manchester and Salford City Councils and GMCA.

5.3 One of the key benefits of an in-house legal service is the close connection between the legal service teams and the decision-makers and this is not always possible in some other organisations.

5.4 Our arrangement with Salford is unusual as although the shared service supports two City Councils, all work is integrated within the service and not separated by client. In other areas where shared service arrangements have been established, these are typically arrangements between local authorities with small legal teams, or models in which there is one management team but the legal teams remain separate.

6.0 Generating extra revenue by selling legal services

6.1 Legal departments' ability to charge external bodies for services and to trade at a profit is limited largely to other public sector bodies by legislation affecting local government, the regulatory position and for practical reasons. Where a legal department establishes an ABS, this increases its scope to provider legal services to a wider group. In practice this may be limited: an ABS formed from or by a local government legal department is likely to concentrate on clients with links to the public sector and is unlikely to compete with large law firms for private sector clients.

6.2 The *Legal Department of the Future* Survey lists 22 types of organisations that local authority legal departments undertake work for. Manchester Legal

Services already has clients in the majority of these areas. We have also successfully bid for work through tender processes in a number of areas but in our experience, winning tenders is no guarantee of work being awarded.

6.3 The extent to which local authorities can expand their legal work is affected by the regulatory position, especially as we cannot provide services to members of 'the public or a section of the public' under s.15 (4) of the Legal Services Act 2007. This issue of who an in-house provider can act for is the subject of ongoing debate which the service is following closely.

6.4 Legal Services will continue to look for opportunities to provide services beyond other local authorities and the combined authority. In each case, we will consider conflict of interest, capacity and the likely income generated

7.0 Setting up alternative business structures / Going into partnership with the private sector

7.1 An alternative business structure (ABS) is a regulated organisation which provides legal services and has some form of non-lawyer involvement. This can be at management level or as an owner/investor/shareholder. It brings with it increased regulatory responsibilities compared to in house practices as it is providing services to a broader range of people.

7.2 Legal departments looking to set up an ABS can do so on a standalone basis, or as a shared service arrangement. It may or may not involve partnership with a law firm.

7.3 Establishing an ABS allows legal departments to expand their potential trading partners and grow income. The disadvantages include the setup, marketing and increased professional indemnity costs and the additional regulatory compliance burden.

7.4 The Solicitors Regulatory Authority have granted licences to just four organisations to date, namely Buckinghamshire Law Plus (Buckinghamshire Council and the local fire and rescue authority); HP Public Law (Harrow and Barnet Councils, in partnership with law firm, Bevan Brittan); LGSS Law (originally Cambridgeshire and Northamptonshire Councils, now expanded to include Central Bedfordshire); and Essex Legal Services (Essex County Council and the local fire and rescue authority).

7.5 Norfolk and Kent have each announced their intention to set up an ABS, although neither has been granted a licence yet.

7.6 Partnership arrangements with private practice law firms only work to the extent that the private partner can generate a profit. There is a risk that public sector spend would be diverted to the private sector, without achieving savings to the public purse. Of the ABSs established or due to be established above, only HB Public Law has selected a private sector partnership arrangement. Central Bedfordshire held discussions with three leading practices, but rejected the option, "*on the basis that it is highly unlikely to*

make any savings and in all probability would prove more expensive”.

- 7.7 The type of ABS will also vary from one model to the next. Essex Legal Services have stated that they will continue to provide services to their core Council clients via existing arrangements, as all net profits generated by the ABS would be subject to 20 percent corporation tax, so placing all activity in to the ABS would in their view not make commercial sense. Norfolk had previously established NP Law as a wholly owned trading company. Like Essex, the new ABS will carry out a small proportion of the overall legal work. By contrast, Kent have indicated they will apply for an ASB and intends to transfer all of its legal work to the ABS, once it is established.
- 7.8 The current model of shared services with other GM authorities has enabled the service to strengthen the in house service offer, achieve savings whilst driving down the cost of external services. The service has focused on the development of shared services and believes that this model is best able to continue to provide best value however new models will continue to be regularly reviewed. At this point, the additional regulatory and establishment costs would outweigh the benefits of being able to work for a broader category of clients. We will of course track the regulatory position and keep this under review.

8.0 The future model

- 8.1 Legal Services believes it provides a high quality value for money service to Manchester City Council, which is borne out by the annual client survey responses. In our annual Client survey 2016, 90.5 % of our Clients rated the service as good or excellent. From the annual surveys, we know that our clients value our understanding of their business needs.
- 8.2 The shared service arrangement with Salford City Council has shown how this type of arrangement can work to the benefit of both authorities. The contract has run successfully for a five year term and contract negotiations are ongoing for renewal for a further five years. The proposed arrangement covering Children and Families legal work on behalf of Rochdale will increase and build on the successful history of shared service arrangements with Salford.
- 8.3 Legal Services is the largest local authority shared service legal provider in the country. The services we provide, the range of clients we act on behalf of and the income levels we achieve are kept under review. In line with Legal Services' key objectives, we seek to retain existing clients and to develop new client relationships in the public sector, to the extent that we have the necessary authority and vires to act; that the service offer is financially viable; and just as importantly, that it does not diminish the quality of service we offer to existing clients.