



Health and Wellbeing Board

Date: Wednesday, 31 October 2018
Time: 10.00 am
Venue: Council Chamber, Level 2, Town Hall Extension,
Manchester

This is a **supplementary agenda** and contains information that was not available at the time that the original agenda was published.

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Membership of the Health and Wellbeing Board

Councillor Richard Leese, Leader of the Council (Chair)
Councillor Craig, Executive Member for Adults (MCC)
Councillor Sue Murphy, Executive Member for Public Service Reform (MCC)
Councillor Bridges, Executive Member for Children's Services (MCC)
Dr Ruth Bromley, GP Member, (South) Manchester Health and Care Commissioning
Dr Denis Colligan, GP Member (North) Manchester Health and Care Commissioning
Dr Raja Murugesan GP Member (Central) Manchester Health and Care Commissioning
Kathy Cowell, Chair, Manchester University NHS Foundation Trust
Jim Potter, Chair, Pennine Acute Hospital Trust
Rupert Nichols, Chair, Greater Manchester Mental Health NHS Foundation Trust
Mike Wild, Voluntary and Community Sector representative
Vicky Szulist, Chair, Healthwatch
Dr Tracey Vell, Primary Care representative - Local Medical Committee
Paul Marshall, Strategic Director of Children's Services
David Regan, Director of Public Health
Dr Carolyn Kus, Strategic Director of Adult Social Services
Dr Angus Murray-Browne, South Manchester GP federation
Dr Vish Mehra, Central Primary Care Manchester
Dr Amjad Ahmed, Northern Health GP Provider Organisation

Agenda

7. **[10:50 – 11:20] Health and Housing** 3 - 80
The report of the Director of Population Health and Wellbeing is enclosed.

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This agenda was issued on **25 October 2018** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA.

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

Report to: Manchester Health and Wellbeing Board – 31 October 2018

Subject: Health and Housing

Report of: Director of Population Health and Wellbeing

Summary

This report provides an overview on some of the initiatives and programmes currently underway in Manchester related to housing and health that will contribute to better outcomes for local residents. The intention of the report is to stimulate a discussion on the challenges and opportunities for a stronger collaborative approach between organisations represented on the Health and Wellbeing Board, Registered Providers and other key stakeholders. The Board will receive a brief presentation on the report.

Recommendations

The Board is asked to note the report.

Board Priority(s) Addressed:

Health and Wellbeing Strategy priority	Summary of contribution to the strategy
Getting the youngest people in our communities off to the best start	The Marmot Review highlighted the importance of housing to all of the strategic priority areas of the Health and Wellbeing Board
Improving people's mental health and wellbeing	
Bringing people into employment and ensuring good work for all	
Enabling people to keep well and live independently as they grow older	
Turning round the lives of troubled families	
One health and care system – right care, right place, right time	
Self-care	

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Background documents (available for public inspection):

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

1. Introduction

1.1 The State of the City Report 2018, published on 1st October 2018, provides an update on progress on the implementation of the Our Manchester Strategy (2016-2025). The five themes of the Strategy are:

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

1.2 Progress towards the goals under each of these five themes will address the wider determinants of health and contribute to better health outcomes.

1.3 For the purpose of this report the themes of a liveable and low-carbon city and a progressive and equitable city highlight the interdependencies between housing and health and the relevant sections of the State of the City Report are Chapter 4 and Chapter 5. These can be accessed via www.manchester.gov.uk/stateofthecity, however, Chapter 5 (A liveable and low carbon city) is attached as annex 1 to this report and pages 101 to 114 are particularly relevant.

2. Health and Housing Overview

2.1 The right home environment is essential to health and wellbeing, throughout life. Evidence suggests that there are risks to an individual's physical and mental health associated with living in:

- a cold, damp, or otherwise hazardous home (an unhealthy home)
- a home that does not meet the household's needs due to risks such as being overcrowded or inaccessible to a disabled or older person (an unsuitable home)
- a home that does not provide a sense of safety and security for people experiencing precarious living circumstances and/or homelessness (an unstable home)

2.2 The right home environment protects and improves health and wellbeing, and prevents physical and mental ill health. It also enables people to:

- manage their own health and care needs, including long term conditions
- live independently, safely and well in their own home for as long as they choose
- complete treatment and recover from substance misuse, tuberculosis or other forms of ill-health
- move on successfully from homelessness or other traumatic life events
- access and sustain education, training and employment
- participate and contribute to society

2.3 A life course approach is essential as the risks to health, home environment and housing circumstances look different for different populations. The home or housing circumstances present a particular risk to the health and wellbeing of a number of vulnerable groups in society, including:

- children and their families
- people with long-term conditions
- people with mental health issues
- people with learning disabilities
- people recovering from ill health
- older people
- people who spend a lot of time at home, such as carers
- low income households
- people who experience multiple inequalities (inclusion health groups)

2.4 Estimates suggest that the total cost of poor housing on health is similar to that of smoking or alcohol. The Building Research Establishment (BRE) has calculated that, based on the 2011 English Housing Survey and 2011 indicative NHS costs, the annual cost of poor and sub-standard housing to the NHS is at least £1.4bn. Cold homes and falls have been identified as the hazards which have the greatest impact on NHS costs. Reducing falls hazards has the fastest payback because of the relatively low remedial cost.

Risk factor	Total cost burden to the NHS
Physical inactivity	£0.9 - £1.0 billion
Housing	£1.4 - £2.5 billion
Smoking	£2.3 - £3.3 billion
Alcohol intake	£3.2 - £3.2 billion
Overweight and obesity	£5.1 - £5.2 billion

Source: Building Research Establishment (BRE). The cost of poor housing to the NHS. 2015 <https://www.housinglin.org.uk/Topics/type/The-cost-of-poor-housing-to-the-NHS/>

2.5 Fuel poverty is experienced by households which are unable to maintain an adequately heated home at prices that they can afford. The links between fuel poverty and poor health outcomes were documented by the Marmot Review Team in 2011. They showed that low temperatures are strongly linked to a range of negative health outcomes, in particular, higher levels of excess winter deaths stemming from colder and less energy efficient housing. Exacerbation of chronic conditions by living in cold conditions can also lead to an increase in hospital admissions, and related pressure on health and social care services during winter months.

In 2015, research on the cost of poor housing to the NHS showed £848m savings to the NHS per annum if the hazard of excess cold is addressed. NICE have estimated that the financial impact to the NHS of winter related disease linked to cold housing in the private sector is in the region of £859m. More information on the impact of fuel poverty on population health is available

in the Joint Strategic Needs Assessment (JSNA) topic paper on this subject which is available at :

https://www.manchester.gov.uk/downloads/download/6747/adults_and_older_peoples_jsna_-_fuel_poverty

3. Current Manchester Context

- 3.1 In each of the sections below some of the key strategies, programmes and initiatives relevant to this theme have been summarised with additional information provided in the appendices. They will hopefully give the Board an overview of the breadth and depth of work in the city.

4. Manchester Homelessness Strategy

Background

- 4.1 Addressing homelessness has become a regional and national priority. Nationally reported figures show an increase of 169% of the people who are sleeping rough since 2010. Alongside this, there has been a 48% increase in homelessness acceptances over the same period, with just over 59,000 households accepted as homeless in England in 2016/17. Losing a home can be the consequence of both structural and individual factors, approaches to reducing homelessness need to look at both of these factors.
- 4.2 Statutory homelessness is now far more closely associated with eviction from the private rented sector than from either of the other two major tenures; social rented and owner occupied. Nationally, there has been a 32% increase in acceptances for loss of an assured shorthold tenancy since 2010. Overtaking more personal reasons such as relationship breakdown. This is also the case in Manchester where loss of private rented sector accommodation has now become the most frequent reason for being accepted as homeless.
- 4.3 Welfare Reforms, including the capping or freezing of Local Housing Allowance (LHA) rates, has been a major driver of the loss of private tenancies and homelessness. These reforms have also demonstrably restricted lower income households' access into the private rented sector. The number of Housing Benefit/Universal Credit claimants who are private tenants is now some 5% lower than when the Local Housing Allowance reforms began in 2011, despite the continuing strong growth of the private rented sector overall. The private rented sector has doubled in size nationally in the last ten years, and rents have increased three times faster than wages nationally, homes in this tenure are increasingly unaffordable, particularly to households in receipt of LHA.
- 4.4 During the past 10 years the Council and Registered Providers (RPs) have improved the quality of social rented properties across Manchester bringing all homes up to the Decent Homes Standard and more. Rents for social housing properties have also been reduced making them relatively more affordable than private rented properties. Along with the increasing quality and lower

rents, tenants in social housing have much greater security of tenure than those in the private rented sector. Together these factors have increased the demand for social housing across the city.

- 4.5 The Homelessness Reduction Act 2017 (“the Act”) came into force on 3rd April 2018. The Act is the most radical change to the homelessness legislation in over 20 years, and has demanded that all local authority homelessness services in England significantly adapt and amend their practice to meet the aims and requirements of this new piece of legislation.

Development and delivery of the Strategy

- 4.6 Manchester’s Homelessness Strategy for 2018-23 has been co-produced with partners and people who have had personal insight into homelessness.
- 4.7 The homelessness strategy is a statutory document for the Council. An Our Manchester approach has been taken to develop this document in collaboration with the Manchester Homelessness Partnership (MHP). Inviting a more collective approach, this has produced a strategy that acknowledges the contributions that organisations across the city can make towards reducing homelessness.
- 4.8 The main features of the refreshed Homelessness Strategy are that it:
- Takes a positive, strength based approach that focuses on the assets and potential of people; indivisible from an Our Manchester approach.
 - Recognises that preventing homelessness means tackling the root causes of homelessness, addressing poverty and increasing equitable access to work, skills, employment, cultural, leisure and health services across the city.
 - Inspires a city wide and collective response to homelessness in the city. Public services, voluntary organisations, faith groups, businesses, housing providers, cultural institutions all have a contribution to make to the strategies aims.
 - It is a concise, accessible document written in language that is understood by people not just services.
 - Is co-produced and involves the perspective and voice of people who have experienced homelessness, alongside front line staff and people that support people affected by homelessness.
 - Includes action plans from organisations and services that articulate the practical contributions that they will make to the aims of the strategy.
- 4.9 The strategy focuses on three key aims, based on the evidence and engagement undertaken to date. These are:
- Making homelessness a rare occurrence: increasing prevention.
 - Making any experience of homelessness as brief as possible: improving temporary and supported accommodation.
 - Making sure homelessness a non-recurring experience: increasing access to settled homes.

- 4.10 Accompanying these three aims a set of ‘We Will’ statements have been drafted based on the previous engagement of the Partnership, data analysis and new engagement from front line staff. These statements support the definition of what each aim will achieve. A full version of the strategy can be found at:

www.manchester.gov.uk/downloads/download/5665/homelessness_strategy

Delivering the strategy: A citywide approach

- 4.11 Members of the MHP were invited to support this strategy through writing an action plan that contributed to the achievement of the three main aims of the strategy. This is a key feature of the strategy refresh, representing an expansion of the previous Charter commitments, demonstrating the wider partnership approach that is being taken in Manchester.
- 4.12 Engagement with different sectors is being led by the Manchester Homelessness Strategy Scrutiny Group. Once each sector has completed their action plan the city will have one plan that outlines the contributions different organisations will make to tackling homelessness. Action plans are being gathered from:
- Manchester City Council
 - Greater Manchester Police
 - Greater Manchester Fire and Rescue Services
 - Health and Homelessness Task Group(*)
 - Universities
 - Voluntary Sector
 - Housing Alliance
 - Reducing Reoffending Strategic Group
 - Faith Sector
 - Strategic Housing Board
 - Advice Providers.
- 4.13 (*) The Health and Homelessness Task Group has met monthly since September 2017 and brings together key partners from Urban Village Medical practice, Change Grow Live (CGL) the alcohol and drugs treatment service provider, Greater Manchester Mental Health Foundation Trust, Manchester University Hospitals NHS Foundation Trust as well as the VCSE and people with experience of homelessness. It is chaired by the Director of Population Health and Wellbeing and has submitted the Action Plan referred to in 4.12.
- 4.14 The Manchester JSNA also provides detailed information on health and homelessness (www.manchester.gov.uk/jsna) and informed the development of the Strategy.
- 4.15 The Strategy was successfully launched on the 10th October, World Homeless Day. However, the local challenges are significant and Health and Wellbeing Board members are requested to give their full support to the implementation of the Strategy as signatories to the Homelessness Charter.

5. Housing Options for Older People (HOOP)

- 5.1 The Housing Options for Older People service (HOOP) has now completed three years of operation in north Manchester. The service continues to go from strength to strength and is now seen as an invaluable asset for many health and social care professionals.
- 5.2 The service was established in 2015 as a point of professional support for health and social care staff who may have a client where a housing issue was exacerbating a medical condition. The service aims to assist in giving timely, professional and practical housing options advice at the point of need. Many professionals see this service as having filled a much needed gap and assists them and their clients in navigating what can be at times a complex system.
- 5.3 Based on the success of the service in north Manchester, the service has recently expanded across the City and now has complementary roles in the central and south area. This service is currently funded by Registered Providers however work on a collaborative funding approach with NHS partners is underway. HOOP officers in central and south Manchester are now spending a day a week in hospital working more closely with discharge teams where it may be difficult for a patient to return to their own home.
- 5.4 The service aims to deal with approximately 250 referrals a year per officer. A referral may simply need a conversation with a HOOP officer to give straight forward advice and assistance or may result in a significant intervention, including help to move to a new home.
- 5.5 The cost of the current service per year is £40k and whilst savings benefits from this type of work are difficult to quantify, work is now underway to do this. We know that Extra Care and Sheltered settings can delay the need for residential care and the savings this work brings are far more likely to outweigh the cost of providing the service.
- 5.6 The support to health and social care professionals that the officers bring is also invaluable and hard to measure in terms of cashable savings. The feedback from health and social care staff reports that the service makes a real difference to both them and clients. A client case study is provided at Appendix 1.

6. Manchester Service for Independent Living (MSIL) and Adapted Homes Service (AHS)

- 6.1 Social landlords have worked with Adult Services and Strategic Housing at Manchester City Council to redesign the funding and delivery of adaptations to social housing tenants across the city. MSIL undertakes the initial assessment of need for adaptations and equipment which is then referred with recommendations to four landlords, who design and deliver the necessary works in the person's home.

- 6.2 MSIL works with the three housing association delivery partners One Manchester, Southway and Wythenshawe Community Housing (WCH). Each delivery partner manages the service on behalf of all social landlords in their segment of the city. All RPs makes a 40% contribution towards the cost of works to their properties enabling the Disabled Facilities Grant (DFG) to go further. The RP Delivery Partners work closely with MSIL and the landlord where works are carried out with the objectives of speeding up delivery of adaptations and improving value for money. Satisfaction of residents receiving the adaptations is monitored and reported to the MSIL Board.
- 6.3 Council tenants are not eligible for DFG funding for adaptations to their homes. The Council makes annual provision of £1M from the Housing Revenue Account to fund works to the homes it owns. Northwards is the Delivery Partner for all council-owned homes in the city. The process mirrors that for housing association tenants with assessments of need and recommendations by MSIL. In 2017/8 Northwards delivered 114 adaptations to council-owned homes.
- 6.4 The assessment of housing needs was delegated to Northwards in April 2017. The Adapted Homes Service (AHS) work alongside the Manchester Move and HOOP services (see section 5). During their first 10 months, the team re-let 142 already adapted homes across the city and reused £750K of existing adaptations which could otherwise have been ripped out.
- 6.5 The family of Charley Ryan are an example of the work undertaken to enable people to live independently. Northwards converted and adapted the former Riverdale housing and social services office to a large adapted family home to enable Charley to get around the house in her wheelchair, providing a through-floor lift and full wet room shower. A short video clip which has been used across social media with the agreement of Charley's family will be shown to the Board.
- 6.6 The Adapted Homes Service (AHS) is now a City Wide service that supports residents who are applying for rehousing due to medical reasons and need properties that have adaptations.
- 6.7 Within the Manchester area, there are many people and families who need a home that has been purpose built or adapted to meet their needs. This relates to wheelchair accessible housing and properties that are suitable for people who have mobility difficulties and who may have specific needs which may mean their home should have particular features such as a level access shower, stair-lift and through-floor lift.
- 6.8 The AHS helps customers who wish to move from their current property into a property that suits their needs and helps registered providers in making best use of available stock. In the last year the service that is based within Manchester Move has identified better working practices that has that assisted applicants and Registered Provider's. This has included:

- Reducing the time a property is vacant meaning that people who need to move can move in more quickly, which improves health and independence.
- More effective matching process which has increased the number of lets to applicants and helps better meets health needs.
- Reduction in spend on installing adaptations due to improved management of empty adapted stock.

7. Extra Care provision in Manchester

7.1 Extra Care Housing (ECH) is a key strategic priority for adult social care, providing independent accommodation for people aged 55 plus to enjoy retirement housing with all the benefits of onsite care surrounded by additional facilities – such as a Bistro, Spa and Hairdressers plus communal space – to promote health and wellbeing. Manchester currently has 7 schemes:

1. The Byrons – North Manchester (40 units)
2. Whitebeck Court – North Manchester (91 units)
3. Butler Court – North Manchester (82 units)
4. Hibiscus Court – Central Manchester (36 units)
5. Westfields – South Manchester (49 units)
6. Village 135 – South Manchester (135 units)

7.2 The onsite care is commissioned by MHCC and there is a dedicated Lead Commissioner/Commissioning Officer for Extra Care who are responsible for:

- Managing and procuring the onsite Registered Care Provider (all CQC ratings for Extra Care are rated 'Good')
- Supporting the Registered Housing Provider (RP) and agreeing allocations off the waiting list
- Full involvement in planning and designing any new-build extra care schemes alongside Strategic Housing and the relevant RP
- Acting as a central co-ordination point for the RP and care provider to deal with any issues relating to residents' needs as necessary

7.3 As a core new delivery model of care for Adult Social Care, work has previously taken place to expand and grow the provision of Extra Care schemes in the city; accordingly a Housing Strategy (Housing for an Age-friendly Manchester) alongside a population and housing needs analysis have been completed. This identified where there were high numbers of older people and no Extra Care scheme to inform a future growth plan. Currently there are 7 new schemes in the pipeline with future growth anticipated, including the provision of a LGBT-friendly scheme, with building completions envisaged in 2019 (1 scheme), 2020 (5 schemes) and 2021/22 (1 scheme). Further work is taking place to explore how growth can be accelerated.

7.4 The growth of Extra Care as a model of choice is to significant reduce the reliance on residential care for older people. In residential care, residents occupy a 'bed' and can take few belongings with them, there is no space for relatives to stay overnight and the quality of residential care providers is

generally poor in Manchester with approximately 50% rated as CQC 'inadequate' or 'requires improvement'. There is also significant care home fragility with a number of providers being forced to close on quality grounds due to poor ratings or business closures; this requires adult social care to respond often at short notice to relocate residents to alternative homes. Extra Care, in contrast, provides a secure tenancy and is a 'home for life' where people can live until end of life – if they choose – surrounded by their family and friends as they wish.

- 7.5 Manchester's work around Extra Care has recently been recognised as good practice across GM; a new Extra Care Commissioning Group has been formed to scale up Extra Care across GM with Manchester leading this work. There is now GM-wide recognition that Extra Care is the preferred model for older people instead of residential care, although it will take a number of years for this to be a reality as new-build is lengthy with land acquisition and design/build taking several years.
- 7.6 Recent work has also been developed in Extra Care and Sheltered Housing to offer short stay 'Neighbourhood Apartments' through GM Transformation Funding. This work is led by MHCC and there are now 20 apartments across the city – fully furnished as a home-from-home and free of charge – to enable older people who need a bit more support for 6 to 8 weeks to benefit from a high quality environment whilst they recover from leaving hospital or need some help in the community. The provision of Neighbourhood Apartments also provides a real alternative to residential care. During the past 12 months as the model has developed, approximately 90 older people have benefited from a short stay. Referrals can be made by any health and social care professional and additional support is available to residents as required. This includes the services of the HOOP workers (as described in section 5) who help citizens with their current accommodation so they can go home safely or offer support with the rehousing process. It has been recognised that many older people are anxious about their housing choices as they age and potentially become less able and frailer. By being able to experience a short stay in either sheltered housing or Extra Care, more than 60% of stayers choose to stay in the same scheme permanently. This is having a beneficial effect on demand and void rates for retirement housing.
- 7.7 Without the support of RPs to provide these apartments (commissioners pay the cost of rent plus utility and furniture charges) this work would not be possible. We are currently working in partnership with: Northwards Housing, Anchor Housing, Wythenshawe Community Housing, Johnnie Johnson Housing and Adactus.
- 7.8 A further innovation has just commenced as a pilot around short stay TB (tuberculosis) neighbourhood apartment to improve outcomes for people who have a TB diagnosis and require 'settled accommodation' in order to comply with their long-term drug therapy. This work has been developed locally with the Director of Population Health and Wellbeing and Public Health England. It should be noted that there is no infection risk once the person is discharged from hospital care. The provision of settled accommodation for six months will

ensure that those who are destitute through asylum or No Recourse to Public Funds can benefit from a domestic setting and recover well.

- 7.9 Savings are now being realised through a reduction in expenditure on Residential Care placements. Furthermore the latest activity numbers highlight that placements are at a 3-year low with 70 less people in residential care than in 2017. This demonstrates that the increased provision of Extra Care, notably at Village 135, and the provision of short stay apartments are achieving tangible improvements for Manchester's older residents. This work is subject to significant scrutiny to inform a future commissioning strategy from 2019 onwards.

8. Wythenshawe Integrated Neighbourhood Service (WINS)

- 8.1 Wythenshawe Community Hospital Group (WCHG) has a holistic approach to the way it delivers its services based on the 'Our Manchester' model of an asset based approach to core agencies and local communities. WCHG were one of four early adopter pilots to trial this method of engagement which saw the 'Real Benchill' launch in July 2017.
- 8.2 The objectives of the pilot were for a range of partners to reduce the dependency of the Benchill community through upskilling and engaging local residents to tackle issues at a grass roots level and empowering local community members to identify the issues that affected them day to day to forge change.
- 8.3 This one team, one assessment, one plan approach led to the creation of the Benchill 'Wythenshawe Integrated Neighbourhood Service' (WINS) team. This team specifically focuses on high demand service users regularly presenting themselves to the Greater Manchester Police, WCHG, NHS, Manchester City Council and Greater Manchester Fire and Rescue Service.
- 8.4 The successes of the Benchill WINS team has resulted in a new partnership agreement involving 13 service providers working in line with the Our Manchester approach and this includes: .
- Drugs and Alcohol services (MCC Drugs and Alcohol social workers);
 - Mental Health co-ordinator social worker and repeat hospital presentation worker;
 - Community Paramedic – dealing with repeat Ambulance callers;
 - NHS care navigator – dealing with repeat NHS / GP presenters;
 - GMP Police Sergeant, officers and Police Community Support Officers (PCSOs);
 - Adult safeguarding social worker (MCC central team);
 - Early Help for Children and families (Locality team leader);
 - WCHG Anti-Social Behaviour (ASB)) co-ordinators;
 - WCHG tenancy support co-ordinators;
 - MCC ASB officers (as required);
 - MCC environmental officers (as required);

- MCC social workers from both adult and children services as required if open to service;
 - Greater Manchester Fire Service (as required).
- 8.5 The team is made up of a WCHG team leader, with a full time GMP Police Constable, GMP apprentice, WCHG Tenancy Support Worker and ASB Co-ordinator. The objectives for the team are to look at multiple calls in an area to GMP, WCHG, and Mental Health services Ambulance service and other service providers to determine the high impact service users.
- 8.6 The WINS team investigates the reasons behind the repeat presentations to enable partners to work creatively around a client's complex needs. Once effective engagement takes place the WINS team agree an action plan with its partners to reduce dependency and increase stability for the user. Each service shares the information it holds within data sharing protocols.
- 8.7 The WINS team has a collaborative work ethic with a range of partners to provide a first time fix, one stop approach to support residents with particular need to help them harmonise back into community. This approach has enabled the team to target service users most in need and often furthest removed from key services.
- 8.8 WINS is an exemplar of integrated working and the "WINS WAY" works and provides partners with:
- Immediate access to partnership data to develop relevant action plans.
 - The ability to investigate the reasons behind the repeat presentations and calls for service.
 - A data sharing protocol that allows each service to share the information it holds (within data sharing protocols).
 - A commitment to thinking creatively around their client's complex needs and not to readily accept non engagement.
 - An opportunity to target and support high impact service users.
 - An agreed support plan that helps reduces dependency and increase stability for individuals and local communities.
- 8.9 The WINS team review cases of mental health, safeguarding issues, crime, ASB, domestic violence, alcohol misuse and investigate the reasons behind repeat presentations identifying high users of emergency services, to provide a bespoke and tailor made support package.
- 8.10 Since the formation of the WINS team 103 cases were opened with 67 closed of which 48 have now been evaluated using the GMCA Place Based Tool Kit. Of the 48 closed cases which have now been evaluated, the main reduction areas have been;
- Crime/ASB;
 - Domestic abuse;
 - Hospital admissions;

- A & E attendance;
- GMP call outs.

So far only 3 clients have represented, albeit with different presenting factors.

- 8.11 Since the implementation of the WINS team there has also been significant costs savings across the board for different partners. For example:
- A typical 999 call to service, costs the public purse around £35, since the implementation of the team 110 calls have been saved with a saving of £3,850.
 - A typical GMP response to an incident costs around £295 with 61 cases being diverted this provided a saving of £17,995.
 - A North West ambulance call out costs around £271 with 41 cases being diverted this provided a saving of £11,111.
 - The typical cost to mental health inpatients is based around £3,003 per week with four cases being effectively handled by the team this has provided a saving of £12,012.
- 8.12 These cost savings are the tip of the iceberg compared to the overall cost savings since WINS formation. A further £51k has been saved due to reduced incidences of children being taken into care due to effective safeguarding processes and approximately £73k has been saved due to a reduction in the number of repeat incidents of Domestic Abuse.
- 8.13 Overall, based on the GMAC evaluation tool, the costs savings on the integration of these services since WINS formed in July 2017 has been a £290,000 reduction in expenditure - a significant reduction in the public purse.
- 8.14 WCHG has always been at the forefront of a Neighbourhood Management approach that promotes good health, wellbeing and aspiration for residents to take up and make the most of opportunities that exist and in times when we see need and complexity increasing we will continue to try and find innovative and cost effective methods.
- 8.15 A number of cases studies highlighting the work of Benchill WINS are attached as Appendix 2.

9. Manchester Housing Provider Partnership: Hoarding Framework

- 9.1 Manchester Housing Providers Partnership (MHPP) have developed a framework to identify and tackle hoarding within the Social Housing stock in Manchester. The partnership agrees to:
- A common definition of hoarding;
 - Have internal supportive procedures;
 - Adopt a multi-agency approach;
 - Provide peer support and share good practice.

9.2 Hoarding behaviour can cause property damage and create a serious fire, health and safety risk to the occupants, neighbouring properties and the emergency services. Housing Providers can choose to deal with hoarding as a breach of tenancy conditions and take enforcement action. However, doing so can have a substantial cost and reputational impact. This framework proposes a supportive approach to tackling hoarding by working alongside the occupants to downsize the hoard, identifying and seeking assistance to treat the underlying reasons that cause the hoarding behaviour.

9.3 Hoarding is classed as a medical disorder by the World Health Organisation. The NHS defines Hoarding as:

“Excessively acquiring items that appear of little or no value and not being able to throw them away, resulting in unmanageable amounts of clutter”.

Compulsive hoarding can be a distressing and debilitating psychological condition. Hoarding disorder is diagnosed by a Clinical Mental Health Practitioner.

9.4 The Care Act 2014 introduced self-neglect as a category of abuse. Section 14.10 of the Care Act 2014 states that local authorities must:

- Make enquires if it believes an adult is at risk of abuse or self-neglect;
- Work in partnership with other agencies in order to protect the adult, including Housing.

Self-Neglect covers a wide range of behaviours including neglecting to care for hygiene, health or surroundings such as housing.

9.5 MHPP members agree to a common definition of hoarding behaviour:

- The excessive collection and retention of any materials to the point where rooms cannot be used for the purpose intended
- Where moving through the property is difficult, and
- Exits are blocked.
- Where the state of the property is having an impact on the wellbeing of the occupants and their self-care (e.g. hygiene, appearance, cleanliness, sleeping arrangements).

9.6 MHPP members agree to have an internal hoarding procedure, which will include:

- A support offer (person centred approach) alongside enforcement of tenancy conditions;
- Using the clutter scale to assess the property and a needs assessment of the occupant;
- A partnership arrangement to make referrals to Greater Manchester Fire and Rescue Service for a risk assessment;
- Making referrals to specialist services, including Safeguarding referrals (with or without consent);

- What follow up actions will be taken, using a working agreement for who is doing what and by when.

10. Age Friendly Housing Strategy

- 10.1 The Council has engaged social landlords to develop an Age Friendly Housing Strategy which outlines the current supported housing offer to older people in the city and looks ahead at the demographic challenge facing the city in terms of an ageing population. This strategy is informed by an audit of existing retirement housing schemes across Manchester. It led to the development of the HOOP initiative and the Extra Care Housing Strategy (see sections 5 and 7).
- 10.2 The Age Friendly Housing Strategy contributes towards an Age Friendly Manchester by supporting people to live independently for as long as possible and avoid unnecessary care home admissions. The links to health and care strategies enables appropriate housing and support to be available to older people.
- 10.3 Southway has led on the development of the Age Friendly Neighbourhood concept in Old Moat. This seeks to develop plans for more accessible streets and services and to tackle the problem of loneliness and isolation amongst older people who become trapped in their homes.
- 10.4 The Age Friendly work in Old Moat has been recognised by the World Health Organisation as an exemplar of good practice and more detail is provided in Appendix 3. In addition Southway have also provided information on their innovative LINKages scheme (Appendix 4) focused on connecting people over 50 with activities and support. The scheme is delivered in partnership with three GP providers.

11. Manchester Support Services

- 11.1 Manchester Support Services is the collective name for a group of distinct services delivered to mainly older, vulnerable people across Manchester. Working to meet the needs of this group is a high priority for Manchester Health and Care Commissioning (MHCC) and Manchester City Council.
- 11.2 MHCC and MCC have worked jointly to commission services which are delivered by Manchester Care and Repair – Home Improvement Agency. The services are linked by common objectives and a holistic approach, namely:
- To prevent or reduce hospitalisation and avoid discharge delays;
 - To support vulnerable people to maintain independence within their own home, with a specific focus on overcoming practical barriers to independence such as home maintenance & safety issues, falls prevention and the reduction of social isolation.
- 11.3 The services are accessed via a holistic assessment model which captures service–users social, emotional, financial and practical home maintenance

and safety needs. The services also respond to seasonal campaigns such as “Keeping warm and well in winter” and dealing with summer heat-waves.

11.4 The services are:

- Home from Hospital Service;
- Handyperson’s Service;
- Home Improvement Agency;
- Boiler and Welfare Support service;
 - Boiler scheme;
 - Dementia Scheme;
 - Child Accident Prevention scheme;
 - Welfare Scheme;
- Enhanced Home from Hospital (North);
- Independent Living Caseworker (North).

11.5 There are some support services funded only in the north of the city following investment by the predecessor organisation North Manchester CCG (e.g. Enhanced Home from Hospital and Independent Living Caseworker). An Enhanced Home from Hospital service is now in place for Manchester Royal Infirmary and provision in the south of the city is being reviewed.

12. Employment & Training Schemes

12.1 There is a body of evidence which demonstrates that being in secure employment is good for people’s health and well-being. In response to this, and the challenges of Welfare Reform, a number of social landlords have developed employment and training support for their tenants and other residents by operating neighbourhood-based support services. Examples of this work are Wythenshawe Community Housing’s enterprise support, One Manchester’s The Works in Moss Side and Northwards’ Your Employment Service (YES).

12.2 YES is a wholly owned subsidiary of Northwards which was set up in Newton Heath in 2013 to deliver locally based employment and training support to local residents, many of whom are Northwards’ tenants. YES supports hundreds of people a year to access the support and training to enable them to secure employment. Many of the people helped to get a job have been out of work for over two years. YES now operates from three bases in North Manchester- Briscoe Lane, The Hive in partnership with Co-op Academy in Plant Hill and most recently Southchurch Parade in Collyhurst.

12.3 YES has an effective partnership with G4S in North Manchester General Hospital by referring people ready for work to vacancies for cleaning, security, portering and other services on the hospital site. YES has tracked the social value it delivers and estimates that for every £1 it spends more than £42 worth of social value is achieved.

13. Other examples

- 13.1 To highlight the fact that a wide network of Registered Providers are involved in this work, a case study from Johnnie Johnson Housing is provided as Appendix 5 and Mosscafe St Vincent's Housing Group have provided a summary of the projects they are involved in (see Appendix 6).

14. Recent Developments

Strengthening the interface between Registered Providers and Primary Care

- 14.1 The city's GP Federations have been leading the development of neighbourhood partnerships on behalf of the Manchester Local Care Organisation. As well as health and social care providers, the partnerships bring together organisations and community assets with an interest in the wider social determinants of health to work on local issues of common interest. One of the key relationships that has grown over time is between General Practice and social housing providers, leading to a number of projects and ideas.
- 14.2 Following a meeting with the Chief Executives of some of Manchester's main RPs, initiated by Primary Care Manchester (the central Manchester GP Federation), a citywide event was held on 24th September to cement and further develop the working relationship. It was recognised that a lot of good work exists already but the potential is enormous, especially given that between them, the partners involved probably have daily contact with thousands of Manchester residents. It was agreed to focus the event explicitly on concrete, practical, low or no-cost ways in which General Practice and Registered Providers could work together to make a difference to Manchester residents, as well as identifying ideas that may need further development and investment.
- 14.3 The jointly hosted event was professionally facilitated by One Manchester and was well-attended and very successful. It generated a large number of ideas that a working group will be working up into a realistic delivery plan to include quick-wins as well as longer term developments. At the time of writing this report, this was still work in progress and an update will be presented to the Board at the meeting.
- 14.4 However, some headlines from the event are:
- Working with the new and existing Be Well social prescribing (see below) and 1-2-1 coaching service to ensure we make the best of the opportunity this provides for cross-referral and preventative work;
 - Where space in GP practices allows, housing providers to provide drop-ins to enable access to the casework and other support they offer;
 - Use existing links between housing providers and community grocers to help increase the take-up of health checks and screening;

- Make better use of the local knowledge and networks that both housing practice staff have to signpost people;
- Engage sheltered housing scheme managers more closely in the hospital discharge process to avoid failed discharges;
- Provide detailed advice and information to GP's about Manchester Move and how it works;
- Link practice-based Patient Participation and Advisory Groups to the wider engagement of residents led within the housing sector;
- Offer new tenants information about local services, health checks and ensure they are registered with a GP.

The Be Well (Social Prescribing Service)

- 14.5 A coherent citywide model for social prescribing is being developed to give people who access health and care services, a link to social and non-medical support within their community. The service is universal, but offers increasing levels of support depending on the persons, needs, goals and social circumstances. One clear referral system will allow health and care practitioners (starting with GPs) to connect people with various sources of support that address the social determinants of health. This could be direct support with housing, employment, debt management and lifestyle changes, or connection to a range of activities and opportunities in their local community that can support their health and wellbeing.
- 14.6 The Be Well service in north launched at the beginning of this year and is provided by Greater Manchester Mental Health Trust (GMMH) in partnership with Northwards Housing, Pathways CIC and Northern Health GP Provider Organisation (GPPO). The service for rest of the city is launching this autumn and will be provided by the BigLife Group in partnership with Southway, One Manchester, Wythenshawe Community Housing Group, Pathways Community Interest Company (CIC) and Citizens Advice Manchester.
- 14.7 As the programme develops, the aim is to strengthen the links with offers across the public and voluntary sector that can support people who access Be Well. In this way it will act as a "One Stop Shop" for health and social care to connect their services users to a range of support. It will also act as a single point of contact for services who want to connect their offer with services users of Manchester's Local Care Organisation.
- 14.8 The potential for Be Well to 'knit together' all services that address the wider determinants of health is enormous and a detailed annual report will be provided to the Board after the service has been operational for a year.

15. Summary and Next Steps

- 15.1 The aim of this report is to give the Board an overview of current initiatives in Manchester and stimulate further discussion on the theme of health and housing.

- 15.2 The State of the City Report does provide an excellent analysis of future demographic changes and population growth in Manchester. Manchester Health and Care Commissioning, Manchester City Council, the Manchester Local Care Organisation and NHS Trusts in the city will work collaboratively to ensure that future plans are based on the same set of demographic assumptions. MHCC have agreed that they will work to the Manchester City Council Forecasting Model (MCCFM) which offers a much more sophisticated analysis compared to the Office of National Statistics (ONS) Sub National Population Projections.
- 15.3 Following the presentation to the Board and discussion at the meeting, the Director of Population Health and Wellbeing will work with the Director of Housing at Manchester City Council, representatives of the Manchester Housing Providers Partnership, VCSE organisations and the Manchester Local Care Organisation to develop a joint work programme that focuses on a small number of priority areas which will be reported back to the Board.

16. Recommendation

- 16.1 The Board is asked to note the report

State of the City Report 2018, Chapter 5: A liveable and low carbon city
See attached - Appendix 7.

Appendix 1 – Housing Options for Older People (HOOP): A Case Study

BC is a 53 year old gentleman who was admitted to hospital in summer 2017 for an operation to amputate one leg from above the knee. BC has suffered health and social issues over a prolonged period associated with alcohol abuse. Prior to going into hospital, BC lived in a rented 1 bedroom flat on the first floor for over 10 years.

When BC had his operation he was adamant that he would return to his old home and adjust to his circumstances to live as he had previously. Upon his home visit to assess his home environment with the ward occupational therapist, there were a number of issues identified, both internally and externally, including narrow doorways and stairs (no lift available), no space for turning circles for his wheelchair and steps leading to front door. BC agreed as the home assessment went on that returning to his old home was no longer a feasible option for his physical and mental wellbeing.

When BC was well enough to be discharged from hospital, he moved into a transitional flat suited to his physical needs at that time funded by Manchester City Council Directorate for Adults and Families. The aim was to use his time there to update his Manchester Move Rehousing Application priority and to look at all suitable options for BC. His case was referred to the HOOP service by MCC Commissioning Team for Adult Social Care.

When I first met BC we discussed all his rehousing options and prospects for suitable homes across areas in North Manchester including age restricted properties and sheltered schemes. BC advised me that he wanted to stay in his local area as he relied on his family to be his support network. He talked about his struggle with alcohol abuse and his wishes to cut down in the immediate future. We agreed that we would concentrate on finding a home in his local area in the first instance. I explained that if we were not successful then he may consider widening his areas in the next few weeks. BC had already been awarded priority 1 for health issues on his Manchester Move application at the time of his operation so we did not have to ask health professionals to provide a hospital discharge statement (which also produces band 1 priority if successful). It did come to light that BC was in considerable housing debt at this time and I advised him that this could affect any suitable housing offer as he would be asked to provide references to prove positive residency for at least the past 3 years. I immediately liaised with the Manchester Move Manager for permission to override this debt implication for purposes of the rehousing application due to BC serious ill health and safety/wellbeing. Manchester Move agreed. I explained to BC and his sister about how they could set up a payment plan to pay off this debt if he was unable to make a full payment.

I kept in regular contact with BC and his sister to advise them about properties that became available for bidding on Manchester Move that may be suitable for him. BC bid on and was offered two of these age restricted properties within his local area in a short space of time. Both properties met BC's physical needs, however it was apparent that BC was very anxious on both viewings; he explained that they felt very isolating, that he would be scared living in them. When we discussed this further BC said that he had enjoyed his time living in the transitional flat where he felt safe and settled. He was enjoying the social side of the sheltered scheme; he had built a rapport with the scheme manager and his neighbours. He was joining in activities

occasionally in communal lounge. He said he was not having a drink of alcohol until much later in the day than he did before his operation.

Unfortunately the transitional flat BC was staying/ sheltered scheme for over 55's. I explained the allocations policy around the scheme he was staying in meant he would not be considered to live permanently in that particular scheme. I offered him other very similar options/information about two sheltered schemes within his local area that accepted applications from applicants over 50 years old. BC and his sister (who supported BC daily) were very interested in these options and asked for more details. I arranged for them to visit the schemes to look around, explaining that they may not get to look at the actual flats as there were no empty properties available at that time but it would give them an overview of what the schemes offered.

The visits to the two schemes went well. BC had a preference but said he would consider both. One scheme advertises all vacancies through Manchester Move Shared Register; the other only advertises 50%. I contacted the landlord of the latter scheme to advise their rehousing team about BC's interest in the next available property. I asked both scheme managers to give me a call when the next voids became available. Both schemes contacted me within a few weeks to say there were available properties coming up. I contacted the Adapted Homes Team straight away, they arranged for occupational therapists to go on assisted viewings with BC at both properties to make sure they were suitable (with or without adaptations as required) to cater for BC's physical needs. The first flat was not suitable due to lack of space inside for turning circles. We immediately discounted this property and arranged for viewing at the second property. This time it was successful at the property that BC preferred as his first choice. BC moved into the sheltered scheme with physical help from his sister. With BC's permission I contacted BC housing officer for his old home to explain BC's physical health and purpose of move. I also explained his financial situation. The housing officer agreed to override any clear out charge at his old flat due to BC being unable to help physically with the move himself.

HOOP Worker
October 2018

Appendix 2 - Benchill WINS Pilot: A selection of case studies

- A 20 year old female attempted suicide and had severe mental health issues. She had become isolated and paranoid about becoming a victim of crime and feared for her life. GMP officers and ASB co-ordinator worked together with Tenancy Support in WINS to ensure she was supported and is now receiving professional mental health treatment. This work has reduced further admissions to the mental health services and a homeless presentation.
- A male has received 2000 NHS interventions (hospital stays /appointments/ treatments) in 14 years. When things don't go his way in hospital he is often verbally and physically aggressive towards staff. WINS have an agreed action plan in place to alter treatment upon presentation and Manchester City Council is considering legal action regarding his behaviour. He is also receiving intensive tenancy support from WCHG.
- Two vulnerable males with mental health issues being subjected to intimidation, ASB, and drug taking at the property. The perpetrators had taken over their accommodation and were sending one of them out shoplifting. The vulnerable tenants have now been moved to prevent further harm and improve their mental health, with legal action being taken against the perpetrators. Whilst the WINS Tenancy Support Officer is helping tenants to settle in a new area

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Appendix 3 – Age Friendly Old Moat

1. In 2012, Old Moat, a ward and housing estate near Withington became the first Age Friendly neighbourhood in Manchester. Southway Housing developed a partnership linking academics from the University of Manchester, Manchester Metropolitan University, Manchester Institute for the Centre of Research on Ageing and Age Friendly Manchester. The partnership, working in co-production with older people, conducted a study based on the eight Age Friendly themes identified by the World Health Organisation. (WHO). The research resulted in a ten year action plan and there have been a range of projects carried out to improve the area.

One of the study recommendations was to develop the area as a Naturally Occurring Retirement Community (NORC). A NORC is an area not developed with older people in mind, which over time has become primarily populated with older people. There were two keys aims:

- Establish a resilient and empowered community of older people in Old Moat;
 - Reduce isolation and build a sense of neighbourliness and community.
2. The initial consultation generated a number of ideas from residents including Derek Taylor. Derek, who is 91, has lived in Old Moat for forty years and wanted support to develop a network for older people run by older people.
 3. Even though the concept of a local older persons network was community led it has taken time to support its development. The main barrier was a lack of confidence older people doubted their ability to deliver a supportive and effective network. To increase confidence the group were offered a Community Organiser course. Nineteen older people undertook, all, or part of two and half days of training. The Older Moaters Peer Support Network is now a constituted group with their own bank account and committee.
 4. They organise regular local activities including a successful monthly pub lunch club and trips, including weekends away. They also provide an opportunity for older people to campaign on issues.
 5. The model used to develop the Peer Support Network, was researched and developed with the support of final year Occupational Therapy Students from Salford University. This model has proved successful and Southway have obtained funding from Comic Relief for the development of a similar network in the Chorlton Park area. Participants in the NORC and Peer Support Network have been surveyed and confirmed the opportunity to meet other people regularly has made a positive difference to them and that activities were helping to create a feeling of local community and support.
 6. They report feeling:
 - More connected to their local community
 - More involved in their local neighbourhood
 - More confident
 - Less isolated
 - More active.

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Appendix 4 – The LINKages Scheme

LINKages is a social prescribing scheme operating in Old Moat/Withington and the surrounding areas, which is focussed on helping people over 50 connect with local activities and support. It forms part of Naturally Occurring Retirement Community (NORC) project developed by Southway Housing Trust and is delivered in partnership with three local GP practices, Borchardt, Bodey and Ladybarn.

Working collaboratively has created opportunities to link isolate people who are hard to reach people into activities and reduce the significant amount of time GP's spend dealing with non-medical issues. Southway operates as the link agency acting as a connection between the practice, patients and local community based support/activities and services

Case Studies (names have been changed)

Pearl, who is 84 lives alone in Withington, is very anxious and worries about her health. She had been a frequent attender at her GP's surgery. The GP felt that one of the key issues was social isolation, which was creating time for Pearl to focus on every minor symptom of ill health. They suggested that a referral to LINKages may be of benefit. During the assessment visit Pearl acknowledged visits to her GP were not always appropriate but she had felt lonely. Pearl has begun regularly attending events held in Old Moat and Withington. This includes a weekly tea dance organised by older people at a local church, the pub lunch club arranged by the Peer Support Network and attending activities club organised by ASSIST a local voluntary sector organisation. Pearl says she feels less anxious and really enjoys getting out of the house and meeting new people. The GP confirmed there has only been one appointment request since their referral to LINKages, which related to planned surgery.

Jean who is 81 lives alone, in Old Moat, following a bereavement she was feeling isolated and wanted to get out of the house and make new friends. After repeated visits to the surgery, with no real medical need, Jean's GP offered a referral to LINKages. The key issue for Jean was a loss of confidence after being a stay at home carer. Transport was arranged for the first visit to an activity and a 'buddy' identified at the NORC Coffee Club sessions to welcome them. Jean is now regularly attending the NORC Coffee Sessions and information events. She has undertaken a six week Silver Savvy IT course, which has allowed her to connect with others and shop online. This has helped in the winter months, as Jean has a chronic chest condition. Jean is now active in the Old Moat NORC Peer Support Network. Jean said 'reconnecting with the local community has improved her confidence and she feels happier.' The GP said they have not seen the patient since they became reconnected through LINKages.

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Appendix 5 – Johnnie Johnson Case Study

One of Johnnie Johnson Housing’s key corporate objectives is to develop our reputation as a ‘Market Maker’ offering innovative solutions for independent living. Actively looking to enhance our partnerships and increase awareness of our work by tackling challenges faced by a variety of sectors with an emphasis on housing.

How it works?

Residents move in for approx. 6-8 weeks with an exit plan already agreed, either moving back to their own home or to long term accommodation suited to their needs. The Independent Living Coordinator onsite is the key contact, liaising with the social workers, welcoming and supporting the new ‘residents’.



Tricia Grierson, Head of Independent Living at Johnnie Johnson Housing, said *“We wanted to deliver a successful pilot that could then be replicated in other towns and cities across the country. We couldn’t be happier with the progress made to date, there are a number of challenges facing both housing and health and working together in partnership, utilising key strengths is where we can all make a real positive impact”.*

What are the benefits?

- Less pressure in Manchester hospitals, by either allowing patients to move out quicker or not having to go into hospital at all
- Provide a safe haven for people who have to leave or are unable return to their current home
- Contribute to saving the NHS money – £3-400 per night in hospital bed compared with £29 per night charge for a neighbourhood apartment



Pilot Success

- 9 residents have stayed so far for an average of 8 weeks 100% satisfaction rate with accommodation and support ***“I had everything I needed like a TV and there was plenty of space. It helped me, it meant that I was safe”***
- All residents have since moved on to suitable accommodation; 3 have become JJH tenants.
- Increased relationships with social workers



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Appendix 6 – Mosscares St Vincent’s Housing Group (MSV)

MSV are involved in the following:

1. Housing Options for Older People (HOOP);
2. Pregnancy Therapy Service funded in Bolton and Rochdale;
3. A garden project at a sheltered scheme;
4. A monthly Alzheimer’s group for both community and scheme tenants.

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Chapter 5: A liveable and low-carbon city

Strategic overview

The future success of Manchester is inextricably tied to whether it is a great place to live. This chapter provides an overview on how well the Council is achieving this ambition by assessing the progress in delivering a diverse supply of high-quality housing in clean, safe, attractive and cohesive neighbourhoods. It will look at the broad range of culture, sport, leisure and events facilities available in our city, and how residents are becoming more actively involved in the future of our city through volunteering programmes. Finally, it looks at the work we are doing to make improvements to air quality in the city, and to protect the city for future generations through encouraging the growth of a low-carbon culture and protecting our communities from a changing climate.

The Our Manchester Strategy sets out a clear ambition for Manchester to become a liveable and low-carbon city by playing a full part in limiting the impacts of climate change and being on a path to being zero-carbon by 2050. Other environmental factors also remain a priority for the city, such as: developing our green infrastructure; repurposing our contaminated land (a by-product of our industrial heritage); improving air quality; reducing the amount of waste that goes to landfill by increasing recycling; making sure our streets are clean, litter-free; and reducing the amount of fly-tipping.

A liveable city is more than this. We are also focused on all the facilities we provide to create a city and neighbourhoods where people want to live. We are addressing issues around our housing by developing a diverse supply of good-quality housing available to rent and buy that is well designed, energy-efficient, sustainable and affordable for Manchester residents. By meeting this aim we will encourage more working people to stay and live in Manchester, contributing to the city's success.

We're working with partners and communities to reduce the amount of crime and antisocial behaviour in the city to provide safer, clean, attractive and cohesive neighbourhoods. Manchester is growing and becoming ever more diverse. We are a welcoming city, and residents have a proud track record of positive integration and respecting one another's cultures, faiths and ways of life.

This helps to secure Manchester's position as a liveable city, providing a richness of cultural, leisure and sports facilities, and offering many opportunities for people to engage with their communities and neighbourhoods through volunteering. We're providing better-quality parks and green spaces, and are investing in libraries, culture, sport and events for residents' benefit and to increase the city's international profile and attractiveness.

We want Manchester people to be proud of their institutions, their neighbourhood and their city, which will reflect and celebrate diversity.

This chapter outlines how progress is being made to achieve these aims, the strategies being used to structure the work, the partnership approaches we're adopting, and specific indicators that demonstrate where progress is being made. These are detailed in the following five subsections:

- Housing
- Clean neighbourhoods and recycling
- Creating safe neighbourhoods
- Participation in culture, leisure, sport and volunteering
- Climate change and environment.

Housing

The Council's Core Strategy (2012–2027) supports high-density residential development on brownfield land¹ close to public transport. This aim is restated in the Council's strategy for residential growth, which seeks to increase the number of homes within the conurbation core, primarily in the Northern and Eastern Gateways, and on other sites that include housing for families and affordable housing across the city.

In summary:

Residential sales reduced significantly in 2016/17 after a surge in 2015/16, which preceded the introduction of a 3% Stamp Duty Land Tax (SDLT) levy on second home purchases in April 2016. Despite this, the number of sales have since recovered:

- 6.8% increase in the past 12 months: from 7,483 in 2016/17 to 7,996 in 2017/18 citywide
- 23.1% increase in the past 12 months: from 1,492 to 1,836 in the city centre.

Residential prices are continuing to rise, and there is clear evidence of the new-build premium beginning to push up averages as the apartment pipeline² begins to complete at scale. Despite this, a large proportion of the market, including secondary sales, continues to transact at much lower prices, with 44.1% of total sales under £150,000 in 2017/18:

- 1.6% increase in the past 12 months: from £178,533 in 2016/17 to £181,528 in 2017/18 citywide
- 12% increase in the past 12 months: from £182,174 to £203,945 in the city centre.

Residential rents per calendar month (pcm) have been steadily increasing since 2011/12, with rents outside the city centre significantly lower than the city centre apartment market. There is evidence, especially in the city centre, that the rate of growth is beginning to slow. However, the figures below mask large disparities between different city centre neighbourhoods, many of which remain much more affordable, including Oxford Road South (£810pcm) and Hulme Park & Birley Fields (£765pcm):

- 3.7% increase in the past 12 months: from £696pcm in 2016/17 to £722pcm in 2017/18 outside the city centre
- 0.5% increase in the past 12 months: from £967pcm to £972pcm in the city centre.

¹ Brownfield land is an area of land or premises that has been previously used, but has subsequently become vacant, derelict or contaminated. This term is derived from its opposite, undeveloped or greenfield land

² Pipeline refers to the city's forecast supply of new housing with full planning permission (both under construction and yet to start on-site)

Long-term empty properties remain low, despite new supply coming to the market:

- 0.7% citywide in April 2018 (up from 0.6% in April 2017)
- 0.5% in the city centre in April 2018 (up from 0.3% in April 2017).

Residential Growth Strategy

The **Residential Growth Strategy (2016–2025)** commits the city to delivering a minimum of 2,500 new homes a year and providing the right housing mix for a growing and diverse population. The strategy identifies six priorities that will support the city’s sustained growth and ensure there is affordably priced housing for sale and rent:

- Increase housebuilding on existing and new sites
- Improve the quality and sustainability of the city’s housing
- Increase opportunities for home ownership
- Expand the family-housing offer
- Professionalise the private-rented sector
- Provide appropriate housing options for retirement living.

Fundamental to this is increasing opportunities for home ownership at all prices – including homes affordable for first-time buyers, and more three and-four bedroom homes for growing families.

The city’s skyline is changing dramatically, with signature residential developments beginning to emerge across the city centre, including a skyscraper cluster at Deansgate Square, which will include Manchester’s tallest tower once complete. Across the rest of the city, key regeneration sites are increasingly coming forward for development, delivering homes for families and affordable housing.

According to the Government’s national definition,³ in the 2016 and 2017 calendar years there were 850 (6.2%) affordable homes approved out of 13,752 homes given full planning permission. This is split between 136 social rent, 234 affordable rent, 223 shared-ownership provision, and 247 rent to buy. In 2017 alone, 596 homes (9.3%) of the total granted permission were affordable.

In 2017/18 housing delivery exceeded the Residential Growth Strategy target of 2,500 homes per annum with 2,869 homes completed – 2,598 of which were market housing⁴ (including homes for low-cost home ownership and sold using Help to Buy) and a further 271 affordable completions (according to the Government’s national definition). This brought the total number of homes in the city to 228,296 in April 2018.

Table 5.1 shows that despite the city being a long way off the peak of residential development in 2007/08, the upturn in completions and the spike in developments starting on site suggests recovery in housebuilding following the recession in 2009 is well underway.

³ The Government’s national definition of affordable housing is social rented, affordable rented (80% of market value) and intermediate housing (including shared ownership)

⁴ Market housing refers to properties for private sale or rent

Table 5.1
Manchester residential completions by financial year

Year	Residential completions
2007/08	5,412
2008/09	2,513
2009/10	2,048
2010/11	1,010
2011/12	960
2012/13	1,334
2013/14	1,113
2014/15	1,384
2015/16 baseline	1,511
2016/17	1,721
2017/18	2,869

Source: 2007/08–2012/13 Manchester City Council, Council Tax Register. 2013/14–2017/18 Manchester City Council, Residential Growth Sites monitoring (including all homes across all tenures completed on sites expected to deliver in excess of ten units, as well as Affordable Homes completions on infill sites)

Notable city centre schemes completed in 2017/18 include One Regent (307 units, Renaker), Cotton Field Wharf (302 units, Manchester Life) and OXID House (119 units, Factory Estates Ltd). Significant activity in other parts of the city included an additional 79 homes at the Booth Hall Hospital site in Charlestown (Taylor Wimpey), 79 units at The Woodlands in Baguley (Wythenshawe Community Housing Group) and 73 houses on East Avenue in Clayton (Lovell).

Total units under construction has increased by 30% over the past 12 months: from 7,033 in 2016/17 to 9,114 in 2017/18. By April 2018 there were 37 residential developments on-site across the city centre providing some 7,000 new homes. This represents an increase of over 40% in the total number of units on-site in the city centre since April 2017.

The city is expected to complete some 4,000 units in 2018/19 and 2019/20. Notable schemes to start on site in 2017/18 include Kampus on the former MMU Aytoun Street Campus (478 units, Capital & Centric), Manchester New Square on the corner of Whitworth Street & Princess Street (351 units, Urban & Civic) and the former Stagecoach Bus Depot site on Princess Road (258 units, Rowlinsons).

Student housing

The total student population living in the city has recovered from a dip after the £9,000 tuition-fees hike in 2012, and there is now a growing proportion of international students and postgraduates. In recent years the student housing market has shifted northwards towards the city centre and away from the traditional student neighbourhoods of south Manchester. This migration matches a long-term aim to free up homes in the south of the city, which are in high demand for families, and ensures that students are housed in well-managed accommodation in the right parts of the city.

In the city centre and along the Oxford Road Corridor, increasing housing demand from students is being reflected in a pipeline of accommodation targeted at students. The completion of the first phase of Vita Circle Square (Select Property) in the city centre and The Chapel in Ardwick (Empiric Student) saw an additional 850 beds introduced into the market in 2017/18. A further phase of accommodation is currently on-site at Vita Circle Square (384 beds, Select Property), with site clearance well underway on two further schemes: the Unite Tower on New Wakefield Street (603 beds, Unite Student) and the long-disused site on River Street (807 beds, Downing Studios).

Case study: Housing Affordability – Shaping Policy

In 2016 the Council published an affordable housing policy which commits the city to increase the delivery of new affordable homes for Manchester residents to 1,000–2,000 each year, and approved a Housing Affordability Policy Framework, which redefined affordable housing in Manchester as: **‘Decent and secure housing that meets the needs of Manchester residents that are below the average household income for Manchester’**

In contrast to the Government definition, the Council believes affordable housing should include low-cost home ownership to meet residents’ aspirations. The average household income in the city has been calculated at around £27,000 per year. Using a standard marker of 30 per cent of annual income, this equates to:

- Up to £675 per month for renting
- £121,500 to buy a home (excluding a deposit).

Households above this income level have more housing opportunities than those below it. Our affordability framework provides a range of housing options for residents with below-average income, reflecting the diverse identified needs of Manchester’s neighbourhoods, which includes:

- Social housing, including specialist social rent within supported housing schemes
- Affordable rent
- Shared ownership
- Shared equity
- Rent to Purchase.

The Council is also committed to replacing social rented homes lost through demolition and Right to Buy sales.

Both public and private sector partners working with the Council are turning this policy approach into the actual delivery of new affordable homes, and Manchester’s affordable homes programme will deliver over 2,200 affordable homes by March 2021. In financial terms this construction programme will be in excess of £250million and will bring with it significant social value through the employment, skills and training opportunities for Manchester residents. It will be funded from a variety of sources including:

- Grant funding from Homes England
- Borrowing from the Council’s Housing Revenue Account
- Council capital receipts
- Registered Provider reserves and loan finance.

The programme is also subsidised by the Council using its available land assets to support the delivery of the new homes. Approximately half of the sites in the current programme are owned by the Council and are being provided to make schemes stack up financially.

In addition, the Manchester’s Housing Affordability Fund (HAF) has been established, bringing together a range of additional funding streams targeted at the provision of affordable homes. This gives the Council a real opportunity to invest directly in the provision of affordable homes in Manchester. Sources of HAF funding include Section 106 receipts

from developers and Right to Buy receipts. The type of affordable homes delivered through the HAF will vary depending on location and evidence of demand, and will be a mixture of new build and refurbished existing housing.

In May 2018 the first two projects to be delivered by the HAF were approved: a Rent to Purchase scheme, targeting working households aspiring to home ownership but without the necessary deposit to access a high street mortgage (the Council will invest 20 per cent of the property price as equity retrievable at point of sale), and an ‘empty homes for first-time buyers’ scheme, bringing houses back into use for affordable home ownership. Both projects have been developed with Registered Provider partners to provide new and innovative ways for Manchester residents to access good-quality affordable homes.

It is also intended that up to 500 further homes across the city will be purchased, refurbished and made available for low-cost rent or ownership with support from Registered Providers. For example, the Ben Street neighbourhood in Clayton will see the full refurbishment of 62 currently vacant properties as well as facelift works to another 151 properties.

This is where our affordable homes investment is being targeted, in the heart of existing communities, creating new high-quality affordable homes close to jobs, where Council investment can help build more affordable homes for more Manchester people.

Developer contributions

Large-scale residential development can attract significant sums of 'developer contributions'. Planning obligations, also known as Section 106 agreements (based on that section of The 1990 Town & Country Planning Act) are private agreements made between local authorities and developers; they can be attached to a planning permission to make acceptable development that would otherwise be unacceptable in planning. These obligations, as well as contributing to the city's Affordability Fund, are often needed for public realm, infrastructure and highway improvements. The consultation on the Our Manchester Strategy for the city identified a new park as a major aspiration for residents in the city centre. By identifying this priority from the outset, the Mayfield partnership has been able to respond to this aim and incorporate it in their plans while still balancing it with other commercial considerations.

Joint ventures

In the past year, significant progress has been made with two of the city's most important joint venture partners. We are working with the Far East Consortium to deliver some 15,000 new homes in the Northern Gateway, and at the same time continuing to support Manchester Life Development Company (MLDC) in making preparations for future phases of residential development across the Eastern Gateway:

- Manchester Life (the partnership between Manchester City Council and the Abu Dhabi United Group) has 1,200 units completed or on-site, including some 900 available for owner-occupiers, and a further 300 units with planning permission in Ancoats
- Far East Consortium – 756 units with planning permission and a long-term vision for 15,000 new homes, including a significant proportion for open-market sale to owner-occupiers in new vibrant neighbourhoods in the Lower Irk Valley and Collyhurst, as part of the Northern Gateway.

Housing Investment Fund

Through the Greater Manchester (GM) Devolution Agreement, GM secured a £300million Housing Fund to invest in residential development over the next ten years. During the past year in Manchester, this investment addressed funding gaps on seven sites, which will help to deliver in excess of 1,000 units. These include:

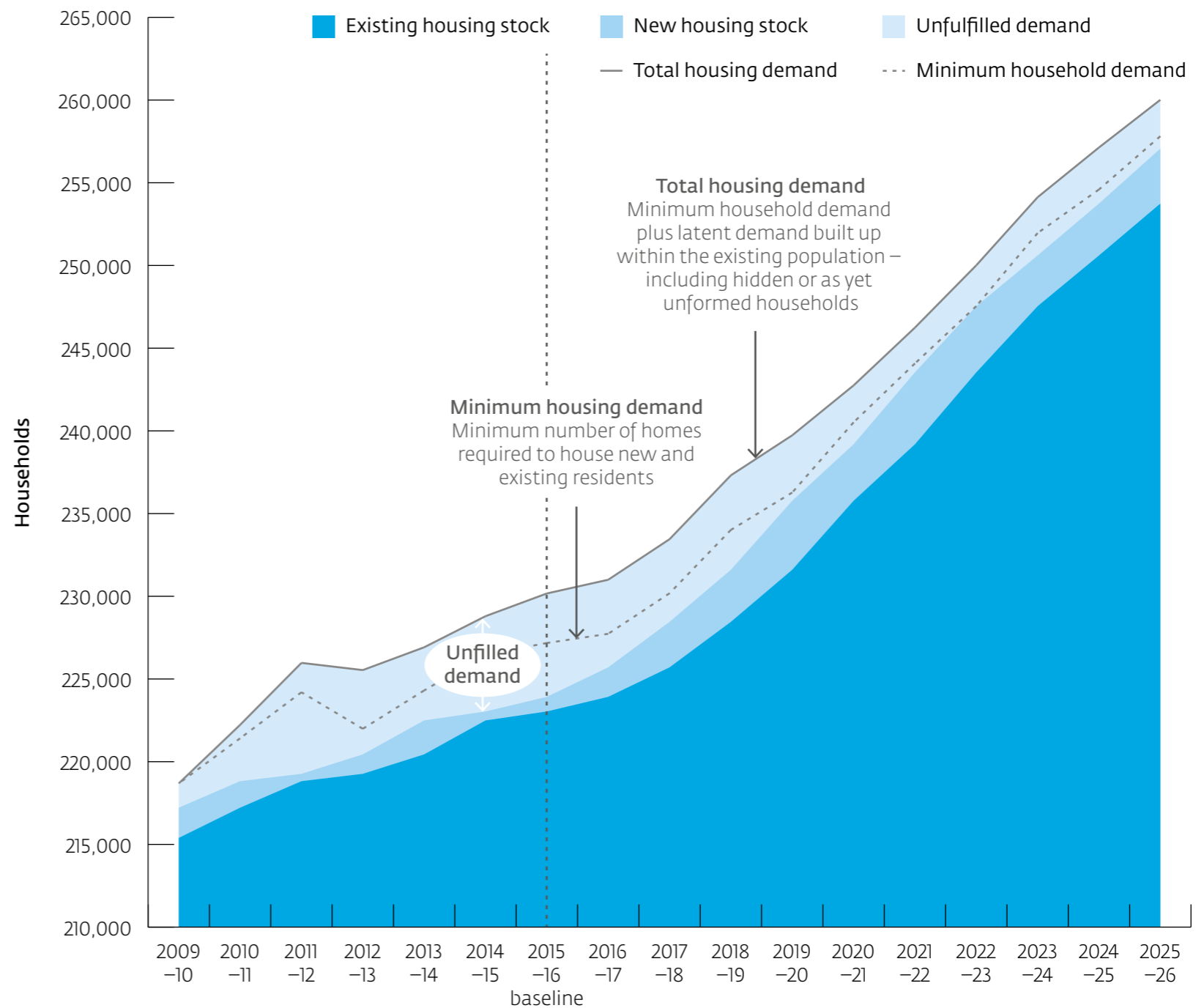
- 213 new homes in Ancoats at Manchester Life's Lampwick development (£24.5million)
- 201 new homes in Piccadilly at Crusader Mill (£25.5million)
- 171 new homes in Bradford at Vesta Street (£21million)
- 92 new homes in Moss Side at the former Stagecoach bus depot (£5.6million)
- 68 new homes in Ancoats at New Little Mill (£10.5million)
- 48 new homes in Deansgate at John Dalton Street (£1million)
- 44 new homes in Crumpsall at Clarkesville Farm (£4million).

Manchester remains undersupplied

Population growth in the city has historically relied on new residents backfilling empty properties. However, undersupply in the period prior to 2015/16 resulted in record low availability and much of the existing stock reaching capacity, constraining the potential for further growth. With this in mind, new supply is required to ensure housing doesn't become a constraint on growth, particularly if the city is going to meet its population forecast of over 644,000 residents by 2025.

Despite an expanded pipeline, research carried out by Manchester City Council suggests that the city remains undersupplied by approximately 750 units per annum to 2025 (compared to approximately 1,300 units per annum as estimated in last year's State of the City Report) (see Figure 5.1).

Figure 5.1
Housing demand vs the city's expected residential pipeline

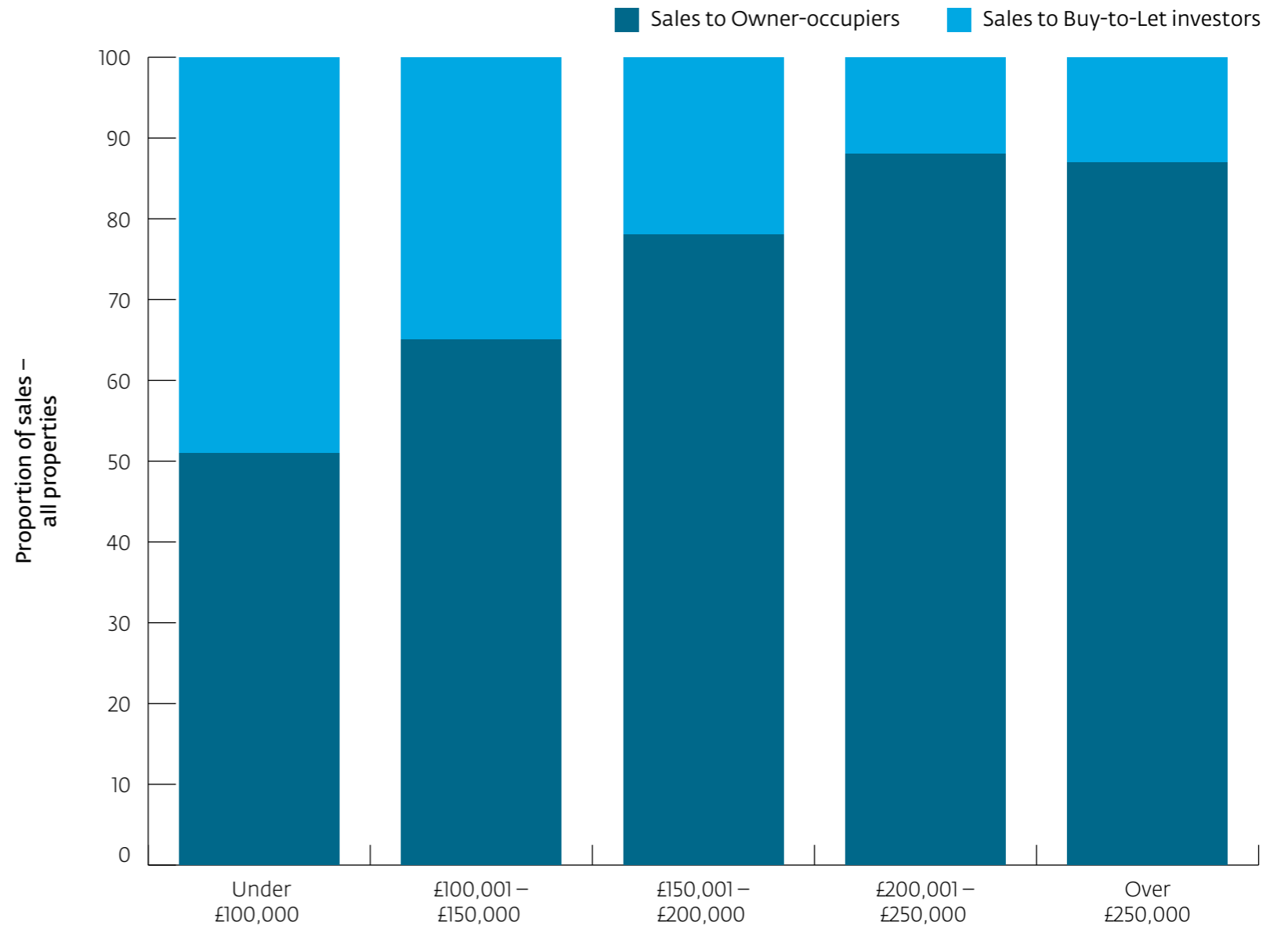


Source: Manchester City Council, Residential Growth Sites monitoring (including all homes across all tenures completed on sites expected to deliver in excess of ten units, as well as Affordable Homes completions on infill sites)

Moreover, the analysis identified a pipeline overwhelmingly focused at the entry and mid-market in the city centre (Figure 5.2). This is important because the proportion of sales to investor landlords is higher at lower price bands. Conversely, as values increase so does the proportion of owner-occupiers, some of whom are accessing Help to Buy, resulting in a fairly even split between existing Manchester residents and others.

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Figure 5.2
Buyer profile estimate based on residential property sales during the period 2016/17



Source: Estimates generated by Manchester City Council using residential property sales figures from the Land Registry
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A growing and diversifying private-rental sector has been fundamental to housing Manchester's growing population. Operators and institutional investors are starting to professionalise the residential lettings market through the development of a number of innovative Build-to-Rent schemes, primarily – but not exclusively – in the city centre. The common factor connecting such schemes is the significantly improved management standards compared to the private-rented sector of old, which relied much more heavily upon small-scale investor landlords.

Nevertheless, there remain deep-seated concerns around some parts of the private-rented sector, where significant issues linked to poor-quality accommodation and rogue landlords persist. The Council has taken steps to address these concerns with the introduction of Selective Licensing for landlords, in order to ensure that properties are up to the right standards and safe for people to live in. These licences are currently required by anyone renting homes in designated areas in Crumpsall, Moston, Old Moat, Moss Side and Rusholme, and plans are underway to extend the scheme across other neighbourhoods in the future.

In October 2018, mandatory licensing of Houses in Multiple Occupation (HMOs) will extend to cover all properties with five or more occupants living in two or more households and sharing amenities, regardless of the number of storeys.

These changes will bring smaller privately rented properties into the HMO licensing regime, for example two-storey shared-terraced housing, as well as purpose-built flats where there are up to two flats in the block and one or both of the flats are occupied by five or more persons in two or more separate households. This means some shared flats above shops will need a licence, as will some small blocks of flats not connected to commercial premises.

The benefits of extending HMO licensing include increased regulation of the private-rented sector, which should improve property condition and management standards through a cost-recovery regime.

Planning and the Greater Manchester Spatial Framework (GMSF)

The Greater Manchester devolution deal allows the Mayor to produce a Spatial Development Strategy (a planning policy document covering all of Greater Manchester) alongside the districts' own local plans. The ten local authorities in Greater Manchester have worked together with the Mayor to develop the GMSF, including a target of 225,000 new homes across Greater Manchester by 2036. The Framework establishes the amount of land needed for housing and businesses and the distribution between each district; it also identifies key infrastructure requirements, including transport.

During consultation in 2017, concerns were raised about the plans for development on green belt in some local authority areas. The redrafted Spatial Framework will aim to make the most of Greater Manchester's brownfield sites and reduce the impact on green belt. In Manchester, city centre planned completions (including parts of Salford) account for almost 50% of the total GMSF target (some 12,000 units annually) from 2018/19 onwards. The redrafted framework is due for consultation in autumn 2018.

Design guidance and quality development

The city's Residential Quality Guidance ensures developers are building well-planned homes with sufficient space to accommodate our residents' needs and lifestyles. The guidance prioritises larger two-bed homes representing some 60% of the pipeline. Salford, for example, are building more one-bed homes in the city centre (some 40% of the pipeline, compared to 20% in Manchester). In the city centre, this policy is resulting in bigger, better-quality homes housing professional sharers and increasing numbers of older residents and families.

Forward view

It is clear that significant progress has been made to increase the supply and diversity of housing across the city. In the region of 4,000 new homes will be delivered in 2018/19 and 2019/20, alongside the creation of major new residential neighbourhoods with the associated place-making investments and public services provided to make these areas great places to live. However, there remains much work to do if we are to create the foundations for future growth.

Perhaps the most significant policy solution to emerge from the recent affordability discussion is the requirement for a Manchester-specific interpretation and definition of affordable housing that is applicable and relevant to average household incomes and the wider housing market in the city. For some time, local policymakers have argued that there is no single UK housing market, and as a result there can be no common national policy framework that responds effectively to the individual challenges of each bespoke housing market area. Manchester recognises that more work is needed to increase opportunities for home ownership and to meet the city's target for delivery of affordable homes. However, by linking this aspiration to residents on or below average household income, the policy is beginning to challenge the national assumption, and is evolving to become more bespoke, more relevant and therefore more effectively applied to local circumstances, whichever part of the city our residents choose to live in.

We developed this new approach to affordability by listening to residents locally – a key element of the Our Manchester approach. It is evidence-based – drawn from data on how people are employed and the evolving housing choices residents make in the city. Nevertheless, we want to do more and this means more local thinking and, importantly, more resource. In order to fully realise its potential, Manchester needs further devolved powers and control of housing to ensure demand can be met. The devolved administration in Wales recently adopted a devolved system of Stamp Duty Land Tax (SDLT) whereby revenues are retained and an element of the monies raised are reinvested in housing. Last year, SDLT revenues in Greater Manchester exceeded Wales. According to HM Revenue & Customs, SDLT receipts from residential property sales in Manchester grew from £14million in 2015/16 to £27million in 2016/17; Greater Manchester equivalent: £80million in 2015/16 to £147million in 2016/17. If just half the growth in stamp duty over the past 12 months had been retained, we would have an annual pot of £6.5million (Manchester) or £33.5million (Greater Manchester) to support affordable housing – a major incentive to encourage further growth.

Clean neighbourhoods and recycling

Waste, recycling and litter continues to remain a key priority for residents, and the Council is committed to supporting residents to manage their household waste effectively. After the successful delivery and collection of new refuse bins for over 157,000 households between August and October 2016, recycling rates increased significantly and refuse from households that received the new grey bins has decreased by 25%. This is expected to lead to avoiding additional costs of over £8million per year. In 2017/18, collection rounds were adjusted to increase efficiency after the reduction in refuse collected and an increase in recycling. The amount of residual waste collected from all households has decreased from 519kg per household per year in 2015/16 to 436kg per household per year in 2017/18 (Table 5.2).

Table 5.2
Percentage of household waste recycled – refuse produced per household

	Refuse kg per household per year	Recycling rate	Kerbside organic tonnage	Kerbside dry recycling
2007/08	735	22%	9,528	13,170
2008/09	695	20%	9,414	12,872
2009/10	701	19%	11,912	16,506
2010/11	631	26%	16,185	20,900
2011/12	518	34%	24,147	24,290
2012/13	481	37%	24,703	25,446
2013/14	485	35%	24,679	25,473
2014/15	503	33%	24,874	25,752
2015/16 baseline	519	32%	24,776	26,213
2016/17	471	36%	29,503	29,643
2017/18 (provisional figures)	436	39%	30,898	31,241

Source: Waste Data Flow

In 2018/19, work will be undertaken with apartment blocks to encourage households to recycle more, as recycling rates among this sector are low at approximately 10%. Investment will be focused on providing more recycling facilities, improved signage and other materials to make it easier for residents to recycle. After an exercise in 2017/18 to understand the residual and recycling quantities collected from each apartment building, adjustments will be made to ensure there is a fair provision of residual and recycling capacity across property types.

In response to changes in the international recycling markets, it is more important than ever that the city ensures that domestic recycling is not contaminated with incorrect materials – particularly in the card and paper recycling. Working together with the Greater Manchester Combined Authority (GMCA) a Greater Manchester campaign will be developed to encourage residents to recycle right – this will be further enhanced in areas where contamination levels are highest and residents need extra support. Targeted communications and engagement will help residents to understand what materials can be recycled and why it is important they make the effort to do so.

Clean streets

The standard of street cleansing in an area makes a significant contribution to the perception of an area and its appeal as a neighbourhood of choice. Therefore, effective and efficient cleansing services are essential to the creation of our neighbourhoods of choice. In order to maintain clean streets, it is also important that residents, businesses and visitors to the city are supported and challenged to take responsibility for their surroundings.

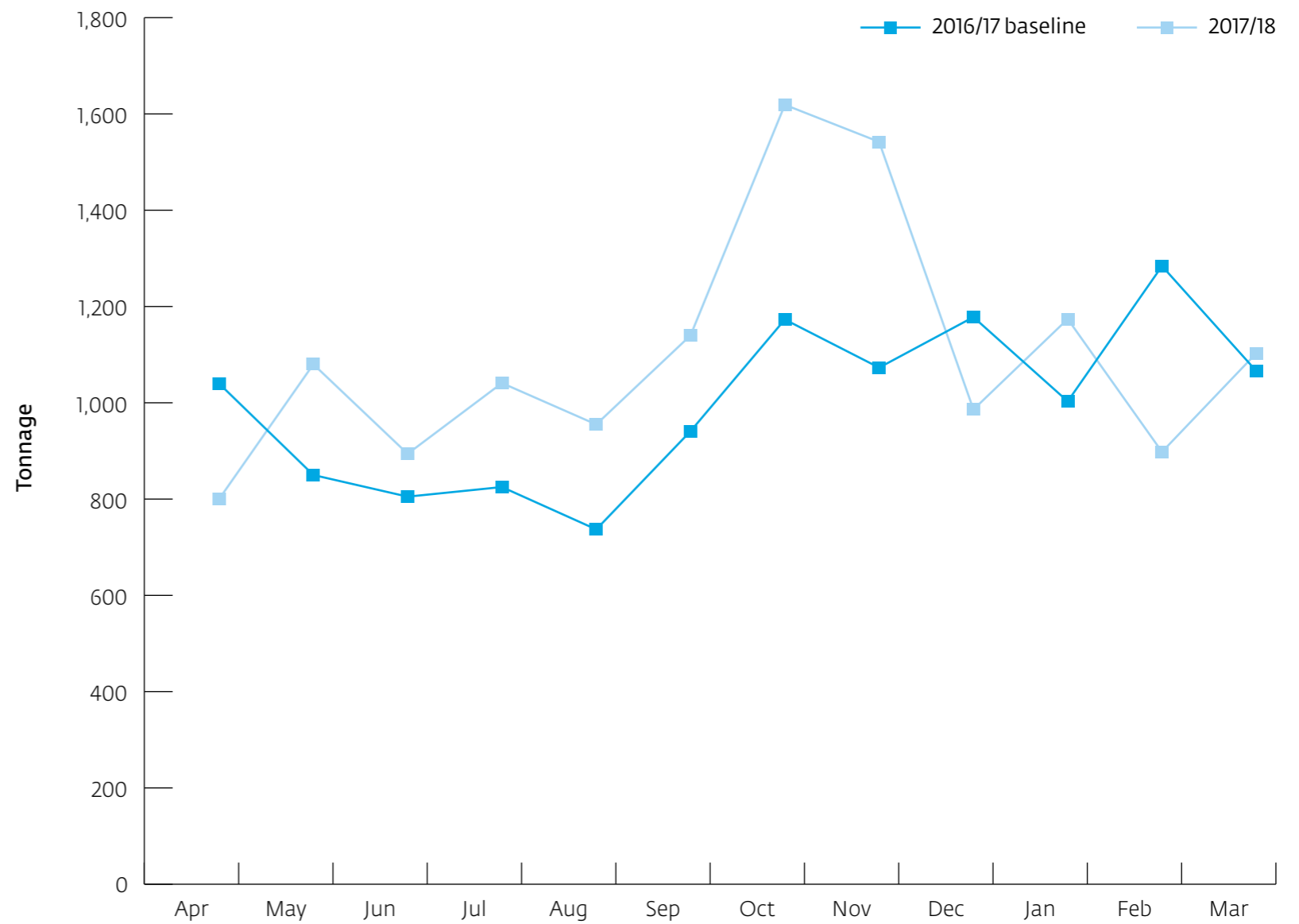
One of Manchester’s key priorities is to ensure that the city is clean and well maintained, and that residents are supported to take pride in and responsibility for their surroundings. Within this context it is a priority of the city to ensure that all waste is disposed of in a regulated manner via waste disposal and recycling facilities, and to stop all incidents of fly-tipping from occurring.

There are more than 1,600km of public highways in Manchester; the street-cleaning service is responsible for the cleansing of public rights of way, passageways, central reservations, open spaces and recycling sites. There is also the challenge of cleansing a busy city centre that operates 24 hours a day, seven days a week, as well as a number of vibrant local district centres.

This context demands a service that improves cleanliness, response times and customer satisfaction while also reducing its net spend. Meanwhile, Neighbourhood teams and compliance staff have been using education and enforcement to reduce littering and increase environmental commitment. In 2018/19, the city developed a partnership with Keep Britain Tidy to develop Keep Manchester Tidy – a campaign that will deliver focused initiatives to tackle litter in all its forms, including smoking-related litter, on-the-go food packaging, fly-tipping, litter thrown out of vehicles, and many more. The vision of the partnership is for these campaigns to be delivered with a litter taskforce that comprises businesses in the private and public sectors, registered providers, education providers, and residents.

Figure 5.3 illustrates the tonnage of street-cleansing waste collected during 2016/17 and 2017/18. We use 2016/17 data as the baseline for the Our Manchester Strategy as this data is more reliable than ever before, due to separate collection teams rather than generic cleansing teams. Street-cleansing tonnages typically rise each year between September and November, owing to leaf fall.

Figure 5.3
Street-cleansing tonnages 2016/17–2017/18



Source: Weighbridge data: Viridor and Redgate Holdings

Tackling fly-tipping

Officers continue to work closely with communities and partner agencies to address littering and fly-tipping hotspots through a process of enforcement and education, together with a programme of direct action in partnership with the local community. Guidance is given to local residents and businesses on their environmental responsibilities, and enforcement notices are issued to those who persist in non-compliance. One of the main aims of this work is to deter fly-tipping. Fly-tipping is a criminal activity and is an immediate offence punishable by prosecution. However, in order to effect a prosecution, very strong evidence is required, including witnesses who must be willing to give a statement informing the Council who was responsible (or provide a vehicle registration number). Ideally, there should also be evidence in the fly-tipped waste itself to corroborate the statements.

A new fly-tipping investigation and enforcement team, in partnership with Biffa, was set up in late 2016/17 consisting of teams focused in the north, south and central areas of the city. This team is proactively investigating fly-tipping and collecting evidence that is passed to the compliance team to take enforcement action against the perpetrators.

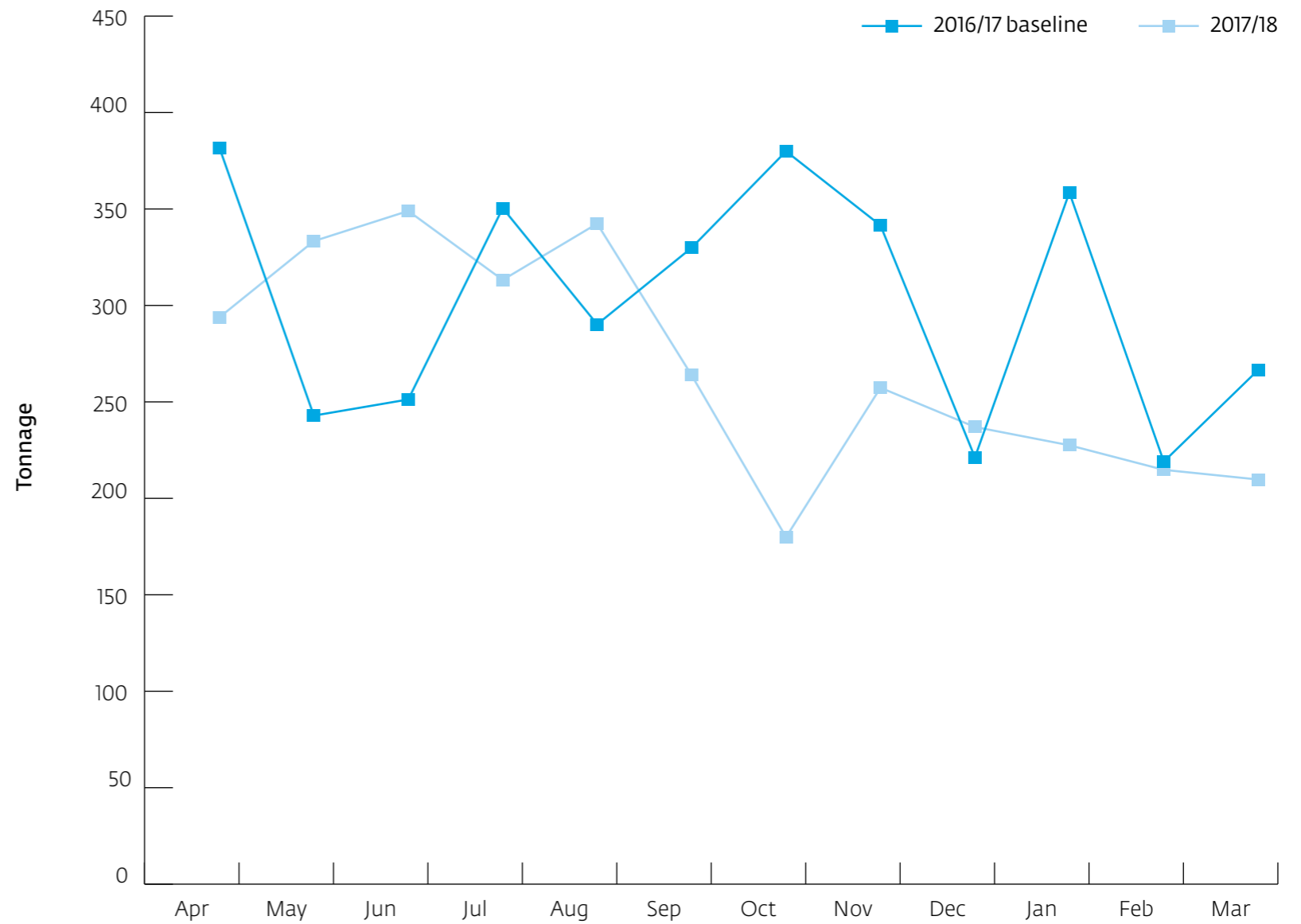
The challenges associated with prosecution mean that other interventions are needed to complement the formal enforcement procedures. These measures, undertaken with our agencies and partners, will aim to ensure overall compliance and reduce the incidents of fly-tipping.

They include:

- Regular, intensive monitoring in hotspot areas
- Action days alongside other Council departments and partner agencies to try to reduce dependency on the Council, encourage greater ownership of areas, and achieve behavioural change
- Advice/education and information given across a wide range of topics, including recycling, tenancy advice, responsible dog ownership, and mediation
- Advisory signage, eg. signs on alley-gates warning against fly-tipping
- Proactive visits to businesses to check they have commercial waste disposal contracts.

Figure 5.4 shows that fly-tipping tonnages have fallen from an average of 302 tonnes per month in 2016/17 to 268 tonnes per month in 2017/18. 2016/17 is used as the baseline for the Our Manchester Strategy as it was the first year that accurate tonnages on fly-tipping were available (in previous years fly-tipping had been collected with ground waste or other street-cleansing material such as litter-bin waste).

Figure 5.4
Fly-tipping tonnages 2016/17–2017/18



Source: Weighbridge data – Redgate Holdings

Fly-tipping remains a constant challenge for the city and there is no simple approach to remedy the issue. Only by acting in partnership with other agencies and partners to deliver a wide range of different compliance and educational interventions will the city achieve its aims of reducing the number of incidents.

During 2018/19, having clean streets will continue to be a key priority for the city. Examples of planned actions for this year include:

- Closer ties and more integrated working with Registered Social Landlords and housing companies
- Increasing the number of businesses with an obligation to have a designated person responsible for waste management, and a clean-premises business plan to include the external areas of the building
- Taking enforcement action against those businesses not willing to take responsibility for litter related to their premises and land
- Continuing to investigate fly-tipping in alleyways, and educating the perpetrators of alleyway dumping.

Creating safe neighbourhoods

Manchester's Community Safety Partnership (CSP) brings together Manchester City Council, Greater Manchester Police (GMP), Greater Manchester Fire and Rescue Service, the NHS, the Greater Manchester Combined Authority, offender management services, housing providers, the universities, and voluntary and community organisations to work together to tackle crime and antisocial behaviour. The CSP identifies, through local crime-and-disorder audits and consultations, key local crime-and-disorder priorities to develop local crime-reduction strategies to address these issues.

The current three-year **Community Safety Strategy** was launched in March 2018. Before launching the strategy, the CSP undertook extensive consultation for three months with people who visited, lived and worked in Manchester. This included a survey that followed the Our Manchester approach and sought to identify the priorities for those living and working in Manchester, together with ways we can work together with residents and partners to improve community safety across the city. A number of face-to-face engagement sessions were also held to consult with specific groups.

After this consultation and analysis of local crime-and-disorder data, the following five priorities were identified:

1. Tackling crime and antisocial behaviour
2. Keeping children, young people and adults with vulnerabilities safe
3. Protecting people from serious harm
4. Reducing the crime impact caused by alcohol and drugs
5. Changing and preventing adult-offender behaviour

Throughout the development of the strategy the Community Safety Partnership adopted the Our Manchester approach and behaviours: being open, honest, transparent and proud about Manchester, working collaboratively, listening, and not being afraid to try new things. The strategy and consultation responses can be found [here](#).

This section will focus on some of the issues that have a direct and significant impact on residents, workers, and visitors to the city. The themes of the strategy cut across each of these specific issues and provide a coherent approach to preventing crime, keeping people safe, and changing behaviours.

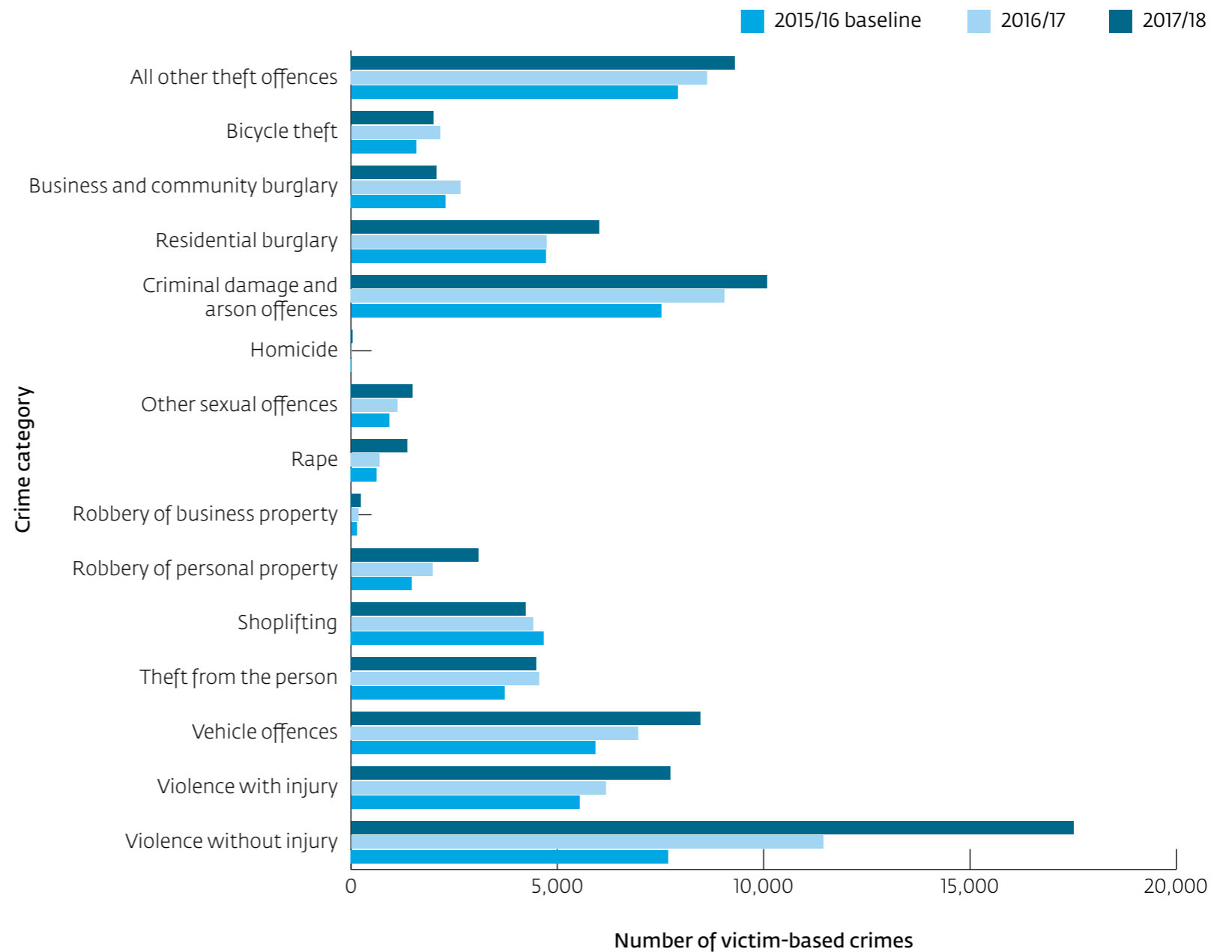
Victim-based crime

Victim-based crime is a broad category that includes offences of violence against the person (including homicide, violence with injury, and violence without injury), sexual offences (including rape), acquisitive crime (including robbery, burglary, vehicle crime, shoplifting and theft) and criminal damage.

Victim-based crime recorded by the police increased by 21% from 2016/17 to 2017/18 in Manchester, compared with a 17% increase across the rest of Greater Manchester. A significant element of this increase was due to improvements in crime-recording practice in GMP (as in other police forces), following Her Majesty's Inspectorate of Constabulary inspections of the process from 2014 onwards. These improvements have led to a more victim-centred approach, where crimes are recorded as soon as they are brought to police attention, rather than being investigated prior to being recorded. Other factors contributing to the crime increase included 820 offences relating to the Arena terror attack of May 2017, and a 70% increase in historical offences (those recorded at least a year after they happened). These historical offences mainly involved sexual or violent assaults. Figure 5.5 highlights the number of recorded crimes by each crime category.

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Figure 5.5
Victim-based crime in Manchester



Source: GMP Business Intelligence, April 2018

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There has been an increase in knife-related crime nationally, and this has also been experienced here in Manchester. The approach adopted in Manchester to address knife-related crime consists of a universal message of education for young people to discourage them from using knives, and raising awareness of the consequences of both carrying a knife and stabbing someone. It also includes targeted work with some young people who may be both victims and perpetrators of knife crime. The Youth Justice Team have refreshed their crime-deterrent programme for young people by using a restorative approach that focuses on the impact and consequences of knife crime in order to prevent young people from carrying knives.

A partnership meeting has been established to address knife crime and violence in the city centre. This has included identifying work with licensed premises to encourage prevention measures such as the use of knife arches and wands, the use of nitenet radio to share information between premises, and ensuring that premises are reporting to the police when they are finding weapons.

GMP are engaged in foot patrols in key areas of robbery and knife crime, with officers undertaking sweeps in hotspot areas to uncover any weapons and knives hidden in shrubbery and street furniture.

Domestic violence and abuse

Every resident has the right to feel safe in their own home, so Manchester launched its **Domestic Violence and Abuse Strategy** in June 2016. The strategy has five pledges, which form the basis of work to tackle such abuse. These pledges are:

- Preventing abuse
- Supporting people to seek help
- Managing safety
- Training and workforce development
- Adapting delivery models in response to changing need and demand.

Table 5.3 shows the types and prevalence of domestic-abuse crimes in Manchester recorded since 2015/16.

Table 5.3
Domestic abuse crimes in Manchester (2015/16–2017/18)

	2015/16 baseline	2016/17	2017/18
Violence against the person	3,461	4,118	6,873
Sexual offences	218	200	302
Robbery	21	24	32
Theft offences	227	221	433
Criminal damage	426	480	762
Total	4,353	5,043	8,402

Source: GMP Business Intelligence

There has been a significant increase in violence against the person offences, specifically since 2015/16. However, changes in the way such offences are recorded will account for some differences; the Community Safety Partnership has been actively encouraging the reporting of domestic abuse, as it is significantly underreported. Many victims suffer more than thirty instances before making their first report. This number is significantly higher for victims from Black, Asian and Minority Ethnic (BAME) communities.

Collaborative work is ongoing and partners are committed to implementing the pledges contained within the Community Safety Strategy. Examples include:

Operation Encompass

We know domestic abuse can have a significant impact on children in the home, so this initiative allows police officers attending domestic incidents to provide schools with information, prior to the next school day, about children who were present when the incident occurred. This gives schools information in real time, allowing them to respond as required by putting measures in place to support the child in school, and gives them the opportunity to follow up if the child does not attend.

Over 95% of the city's schools are registered with Operation Encompass, along with all Pupil Referral Units, and, via a dedicated inbox in the Safeguarding in Education Team, Early Years settings such as nurseries.

Most other Greater Manchester areas are now on board with Encompass and work is ongoing to create a consistent model that will enable a joined-up response where either some or all of the children in a household attend a school in a neighbouring borough. It is hoped that the Operation can be extended to sixth forms and colleges in the near future.

Identification and Referral to Improve Safety (IRIS)

Manchester recognises that it needs to work with a wide range of agencies to reach people experiencing domestic abuse. IRIS is a collaboration of health and voluntary and community sector specialist domestic-abuse organisations that offers training for GPs and the nursing team in each practice. The project provides training, support, communication skills and a referral package for GPs to allow them to better identify patients experiencing domestic abuse so they can refer them for help and support. All GP practices across Manchester have received IRIS training.

Community cohesion

Manchester prides itself on being an inclusive, welcoming and tolerant city; it celebrates its diversity and works hard to build more cohesive communities.

Table 5.4 shows that 556 hate incidents and 3,051 hate crimes reported to GMP between April 2017 and March 2018 had links to one or more of the six monitored hate strands. This represents a 57% increase compared to the number of reports received during the 2015/16 baseline year. The largest increase has been seen in hate incidents and hate crimes motivated by religion. The number of reports of Islamophobia reduced from 154 in 2015/16 to 118 in 2016/17, however there was a significant increase following the Arena terror attack, with 318 reports in 2017/18.

Table 5.4

Reported hate incidents and crimes linked to monitored strands (2015/16–2017/18)

	2015/16 baseline		2016/17		2017/18*	
	Incidents	Crimes	Incidents	Crimes	Incidents	Crimes
Race	362	1288	445	1575	334	2211
Religion	86	133	86	201	139	434
Sexual orientation	77	154	97	241	56	294
Disability	18	49	29	49	14	81
Transgender	12	16	26	23	13	28
Alternative subcultures	1	4	0	3	0	3
Total links to monitored strands	556	1644	683	2092	556	3051
Total hate incidents/crimes	501	1540	615	1927	476	2733
Anti-Semitic	13	42	34	34	17	40
Islamophobic	60	94	33	85	80	238

* Excludes 818 victims of the Arena bombing, whose crimes have now been flagged as a hate crime

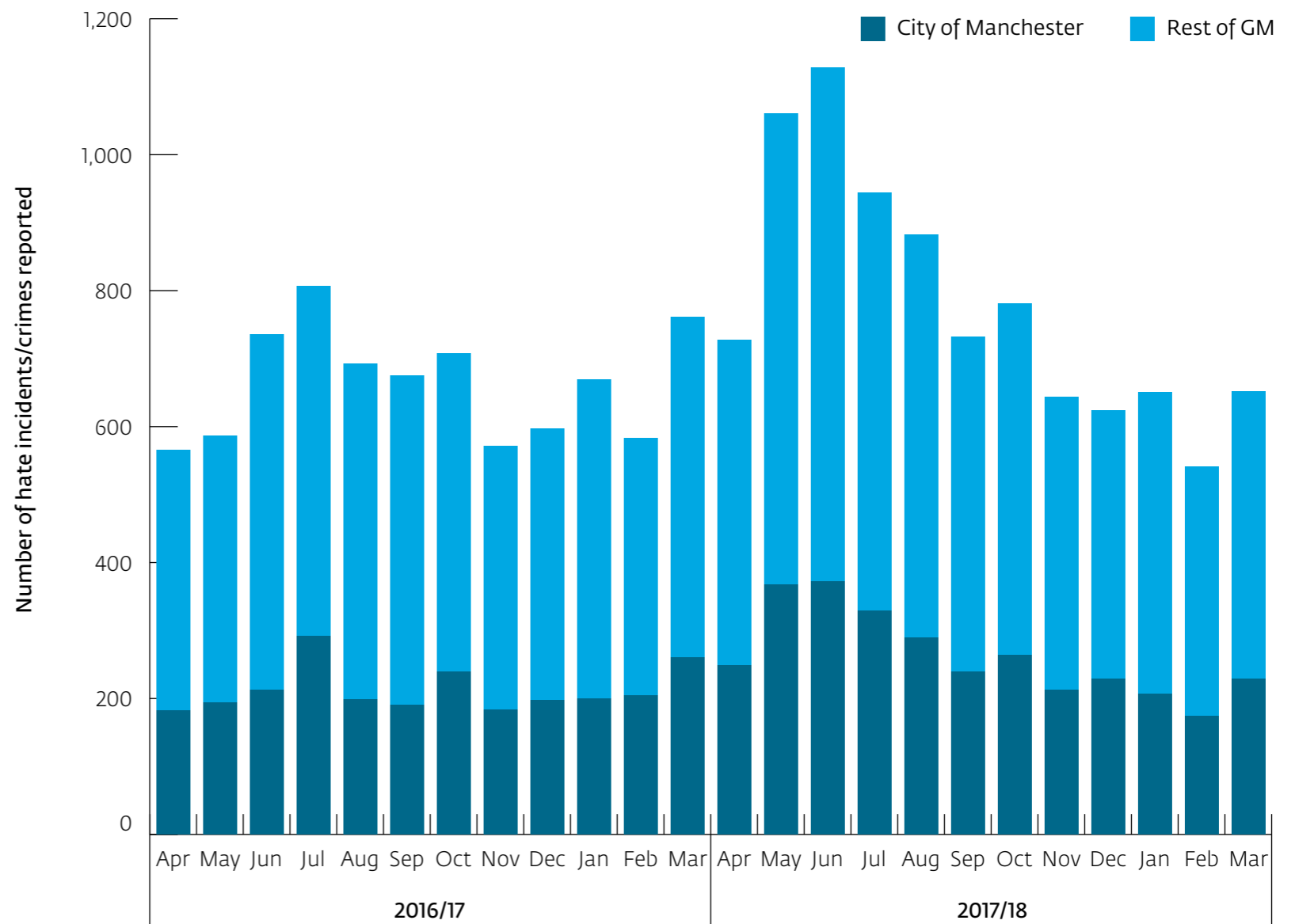
Source: GMP Business Intelligence

In recent years, the increase in reporting has generally been seen as a positive trend, as it indicated that victims had more confidence to report hate incidents and hate crimes to the police and third-party reporting centres, or via the national True Vision website. However, there have been increases in xenophobia and hate crime since both the EU Referendum in June 2016 and the Arena terror attack on 22 May 2017.

Despite most of Manchester's communities responding to the Arena terror attack with a message of hope and solidarity by supporting and helping each other, there was a significant increase in reported hate crime during this period.

Figure 5.6 shows how the number of hate incidents and hate crimes committed across the city of Manchester and the rest of Greater Manchester increased after these two events.

Figure 5.6
Hate incidents and hate crimes reported: April 2016 to March 2018



Source: GM Business Intelligence

Following the terror attack on the Manchester Arena, colleagues from the CSP were part of the multiagency Recovery Co-ordinating Group established to deal with the recovery, restoration and rebuilding of Manchester and its people. Some of the recovery group's priorities have been focusing on supporting victims and communities affected by the attack, and working with faith groups and organisations to promote key messages in our communities.

Following the attack, all hate-crime third-party reporting centres were contacted or visited to ensure they had the tools and support needed to respond to any reports of hate crime, and additional materials were distributed that promoted reporting mechanisms. A number of schools and hospitals contacted the CSP with concerns about hate crime. Resources and support were identified to help address these concerns.

A further round of hate-crime funding was made available in June 2017 to allow voluntary and community groups to apply for funding and hold events throughout the year, and not just during Greater Manchester Hate Crime Awareness Week (HCAW).

Over the past year, the hate-crime awareness programme was supported by Macc (Manchester's local and community sector support organisation), which, because of its links and work with the voluntary and community sector, was able to increase the number of applications significantly and reach community and faith groups not previously funded.

The Antisocial Behaviour Action Team have been providing support for individuals and premises where hate crime/incidents have occurred. This has included taking enforcement action against perpetrators of hate crime.

RADEQUAL is Manchester's campaign to build community cohesion through empowering and enabling organisations and communities to come together to challenge hate, prejudice, and extremism. The RADEQUAL campaign and grant programme continue to grow, and network events regularly take place in venues across the city. The grant scheme successfully funded 15 organisations and groups in 2017/18, and events took place across the city to tackle prejudice, hate and extremism, and promote the RADEQUAL principles of Challenge, Connect and Champion.

Rough sleepers

Welfare reforms continue to have an impact on some of the city's most vulnerable residents. While the exact nature of this impact is difficult to measure, there are signs of concern, including an increase in homelessness presentations and incidents of begging. Homelessness and rough sleepers are discussed further in the 'A progressive and equitable' chapter.

A dedicated city centre antisocial behaviour team was established in September 2017. The team is embedded within the wider city centre Integrated Neighbourhood Management, which has established relationships and effective partnership working across teams that include Licensing, Compliance and Out of Hours, Rough Sleepers Team, Neighbourhood Policing Team, Biffa, CityCo, Change Grow Live and NCP car parks. From 1 October 2017 to 30 April 2018 the city centre team received 230 referrals, compared to 89 referrals for the same period in 2017 – a 158% increase. The referrals received are mainly from residents, businesses and GMP. The types of antisocial behaviour the team responds to include open drug use and associated litter, aggressive begging, verbal abuse, harassment, threats of violence, actual violence, hate crimes/incidents, burglary, robbery, and drug-dealing.

Case study: Wythenshawe Integrated Neighbourhood Services – Our Manchester in Action

Wythenshawe Community Housing Group (WCHG) and key partners, including GMP, Health, NHS Care Navigators, Ambulance, Social Services, Early Help, Drugs & Alcohol, High Impact Primary Care Users Service, Manchester City Council Adult Safeguarding (MASH) and Greater Manchester Mental Health NHS Foundation Trust, have combined their skills and strengths to develop a new service-delivery model based on the Our Manchester model of an asset and strength-based approach. The purpose of Wythenshawe Integrated Neighbourhood Services (WINS) is to help reduce high levels of repeat crisis or chaos points, and to increase resilience by promoting the independence and confidence of service users to take positive steps to help manage their own health and wellbeing.

The WINS team specifically focuses on high-demand service users in a number of priority neighbourhoods who are regularly presenting for support and assistance, in particular to the emergency services. The team reviews cases that involve a range of complex needs, such as support with mental health, safeguarding issues, crime, antisocial behaviour, domestic violence, and alcohol misuse. It investigates the reasons behind repeat presentations to enable partners to work creatively around clients' complex needs. Once effective engagement takes place, the WINS team agrees a joined-up and tailored action plan aimed at reducing dependency and increasing stability.

This new approach has enabled the members of the WINS team to focus on service users who are often furthest removed from key services. So far, this process has shown that these high-demand service users are those who haven't previously met the threshold for a service, have undiagnosed conditions, have previously left or refused services, and have little or no support from family and friends.

Several key benefits to this collaborative approach have already been identified, such as a reduction in service duplication, improved resource allocation, and provision of real-time information, and these have demonstrated a reduction in referrals to a myriad of partners.

Since the formation of the WINS team, 63 cases have been opened, and 38 of these have been closed, of which 18 have now been evaluated using the GM Place Based Tool Kit. So far, only two have re-presented.

Of the 18 closed cases that have been evaluated, a reduction in demand equating to £193,000 has been achieved. This is a significant reduction in cost to the public purse; also, very importantly, it is a reduction in crisis. The main reduction areas have been domestic abuse, hospital admissions, A&E attendance, and crime/anti-social behaviour.

Nigel Wilson, Group Chief Executive of Wythenshawe Community Housing Group, said: "I'm really pleased and proud of the positive difference WINS is making to the lives of residents living in Wythenshawe. It's a real testament to partnership working when colleagues from across a range of services come together to find creative solutions that will bring about improved and sustainable outcomes for residents. WINS in action is dynamic and agile to people who are experiencing repeat crisis or chaos in their lives and who need a more tailored support package to get back on track. Wythenshawe Community Housing Group has always been at the forefront of a neighbourhood management approach that promotes good health, wellbeing and aspiration for residents, so that they can take up and make the most of existing opportunities. In times when we see need and complexity increasing, we will continue to try and find innovative and cost-effective methods and solutions."

Chief Inspector Faz Zaman said: "The GMP operating model recognises that the demand we receive on a daily basis has changed over time. Modern demand is complex and cannot be dealt with using a single agency response. By using an effective integrated neighbourhood service, demand is dealt with by the right agency in the right way, with problem-solving at the forefront. This method of working is the future and will be developed further to encompass further GMP areas."

A Community Safety Partnership vehicle is being utilised to engage with rough sleepers and beggars in the city centre, providing a visible presence and tackling the concerns associated with rough sleeping and begging. Officers are able to take direct reports from members of the public on antisocial behaviour or a non-emergency concern for an individual's welfare. Having a vehicle that has been designed to enable engagement to take place in both a safe environment and at the time and place where individuals are encountered by officers is proving to be extremely productive.

Austerity measures continue to have an impact on public services; this means it is important that Manchester reduces its demand on services while still providing a good-quality service that continues to tackle crime and antisocial behaviour and support people with vulnerabilities. To achieve this, we need to continue to change offenders' behaviour and address the issues that may help them to change their behaviour, such as education, employment, substance misuse, life skills, and accommodation.

Participation in culture, leisure, sport and volunteering

In addition to good-quality housing in a place that is clean and safe, our communities are reliant on other public amenities, such as parks, libraries and leisure facilities, to really make a neighbourhood of choice. A key commitment is to invest in cultural and sport facilities for the benefit of the city's residents and to improve the city's international attractiveness.

Table 5.5 shows the number of visits to the city's main cultural and recreational facilities between 2015/16 and 2017/18. Overall, there has been an 11% increase in visits between 2015/16 and 2017/18, but only a 1% increase since 2016/17.

Table 5.5
Number of visits to Manchester City Council's cultural and recreational facilities

	2015/16 baseline	2016/17	2017/18	Annual change %
Manchester Art Gallery	519,602	607,809	641,361	5.5%
Leisure	2,961,586	3,412,284	3,414,605	0.1%
Libraries	2,801,136	2,917,769	2,955,448	1.3%
of which Central Library	1,480,941	1,474,655	1,580,023	7.1%
Total	6,297,404	6,937,861	7,011,414	1.1%
Parks: attendance at activities and events	509,174	517,352	568,918	10%

Source: Manchester City Council

In addition to our venues, the Council provides a wide range of activities, events and educational sessions for residents. These events may vary in size, scale and purpose, but they all encourage our residents to be active and engage in their communities, developing new skills or improving their wellbeing.

Table 5.6 shows a substantial 27% annual growth in attendance at libraries in terms of activities, events and educational sessions, including a marked increase of 25% for Manchester Galleries. However, overall attendance in 2017/18 was impacted by the 10% reduction in attendance for sport, leisure and parks; the reduction was partly due to a one-off sport event, the Olympic Heroes Parade, which took place in 2016/17 and attracted an estimated 100,000 attendees. In addition, the unavailability of some venues due to capital work nearby or on site (eg. Moss Side Leisure Centre, Manchester Aquatics Centre and Manchester Velodrome) has had an impact on programmes as well as football generally.

Table 5.6

Number of attendances at activities, events and educational sessions through Manchester City Council's cultural and recreational facilities

	2015/16 baseline	2016/17	2017/18	Annual change %
Galleries	126,724	126,445	158,301	25%
Sport, Leisure and Parks	1,747,955	1,351,999	1,216,828	-10%
Libraries	136,926	182,864	231,382	27%
Total	2,011,605	1,661,308	1,606,511	-3%

Source: Manchester City Council

Culture as an international attraction

Manchester remains the third most visited city in the UK after the two capital cities of London and Edinburgh⁵ and is known as an internationally cultural city. The visitors can have a big impact on the local economy through the money they spend on hotels, restaurants and retail. Manchester’s visitor economy is discussed in more detail in the ‘A thriving and sustainable city’ chapter.

Table 5.7 provides details of the top ten most visited free attractions in Manchester, compiled from those submitting data to the annual STEAM⁶ process. As is shown, our galleries, museums and cultural venues continue to attract substantial numbers of visitors, helping to confirm Manchester’s role as the nation’s second cultural centre outside of London. Having only opened in 2015, HOME has now established itself as the number-one attraction in Manchester for galleries, museums and cultural attractions.

Table 5.7

Top visitor attractions in Greater Manchester that are located in Manchester

	Attraction	2015 baseline	2016	Admittance
1	HOME **	619,658	837,621	Free*
2	Museum of Science and Industry	695,275	651,473	Free*
3	Manchester Art Gallery	593,169	593,168	Free
4	National Football Museum	411,991	481,541	Free
5	Manchester Museum	453,970	406,997	Free*
6	Runway Visitor Park	360,500	338,450	Free
7	The Whitworth **	400,257	321,269	Free*
8	The John Rylands Library	178,453	242,892	Free
9	Manchester Cathedral	153,209	176,704	Free
10	The People’s History Museum	86,595	93,404	Free

* An entrance fee may be charged to specific exhibitions, performances, and activities held within the venue, while other spaces are free admittance.

** HOME opened in April 2015 and The Whitworth reopened in February 2015, so the totals do not reflect a full calendar year

Source: STEAM

5 2017 International Passenger Survey, Visit Britain/ONS

6 STEAM (Scarborough Tourism Economic Activity Monitor) is a tourism economic impact modelling process that quantifies the local economic impact of tourism

Libraries

In 2017/18, there were over 2.9million visits to libraries across the city, with nearly 1.6million of these being to Central Library. Central Library's resurgence as a major player on the city's cultural landscape has continued to encourage a diverse range of people through its doors, and its programme of exhibitions continues to grow. A particular high point in January 2018 was the Danger Tree exhibition, by Scarlett Raven and Marc Marot, acknowledged to be among the world's first augmented reality fine artists. This evoked the devastation of World War 1, while the narratives behind each painting told the stories of those lost and lamented, but never forgotten. Using a smartphone app, over 11,000 visitors were able to reveal the creative journey behind each artwork with animation, music and poetry.

In addition, Central Library has hosted a range of popular events, including four Silent Discos, a Frog and Bucket Comedy Night, a Drag Queen Storytime, and a Frankenstein Immersive Theatre Production. High-profile authors, including Patrick Ness and Roddy Doyle, the Rt Hon Gordon Brown MP, TV Star Bruce Campbell and musician Tom Fletcher, have all

appeared at sell-out talks and book launches. Our Harry Potter Family Day brought in 2,500 people who took part in activities including broomstick-making, potions classes and Hagrid's Care of Magical Creatures classes.

Across the city, our neighbourhood libraries, including our six community partnership libraries, are hubs of activity for all ages, providing access to computers, employment and business information and advice, early years, health and wellbeing, and reader-engagement activity. Increasingly, they are becoming accessible neighbourhood cultural centres in partnership with the city's creative organisations. Libraries also play a significant role in helping to address deprivation and inequality within our communities. Citizens Advice Manchester offer highly popular weekly digital advice sessions at libraries across the city, and the service is working with partners including DWP to provide digital support as the Universal Credit system is extended.

Holiday hunger is a recognised problem in areas of high deprivation. During school summer holidays, when free school meals are not available, children can be at increased

risk of malnutrition and related health/developmental problems. Manchester Libraries' 2017 Read and Feed initiative tackled holiday hunger and increased engagement with the Libraries' Summer Reading Challenge at Fallowfield Library (Place at Platt Lane). The children engaged in a craft/reading activity and were given a free meal. There were almost 500 attendances over 28 days by 97 children; 54 of these completed the Summer Reading Challenge and 43 became library members as a result of the scheme. Three libraries participated in the scheme which ran throughout summer 2018.

More Manchester children than ever completed the 2017 Summer Reading Challenge. More than 11,000 joined and 7,400 completed the challenge by reading six books borrowed from their local library during the summer. Over 50,000 books were borrowed from Manchester libraries by children participating in the challenge. More than 200 activities were held in the city's libraries, attended by more than 5,000 children. The activities were supported by 59 'reading hack' volunteers – young people aged 13 or 14 who contributed 625 hours of their time to help make the events a success.

Alongside this activity, as part of the Read Manchester Bookbench initiative, nine Bookbenches were beautifully decorated by schools and community groups and displayed within libraries in summer 2017. Residents, friends and families were then encouraged to follow the Bookbench trail across Manchester and take part in literacy activities and events at the 24 venues involved. For their involvement in this project, the prison library at HMP Manchester won the national 2018 Excellence in Prison Libraries Award. The prison library worked with partners to deliver an innovative and impactful project, involving 70 inmates reviewing books and collaborating on designing the bench. The bench was displayed as part of the citywide art trail in the Royal Exchange Theatre.

Manchester continues to invest in its libraries. In 2017, new ICT and self-service equipment was introduced, as well as Wi-Fi printing at larger branches. During 2018, we will be replacing all our customer printing facilities and continuing to upgrade and replace our ICT across the city. Withington Library is currently undergoing a full refurbishment, Newton Heath Library is having an external makeover,

and we will be introducing Open Libraries technology to extend opening times beyond current staff hours in a number of branches. There are plans for a new library in Gorton as part of an innovative multipartnership community hub, and it is hoped this will open in late summer 2020.

As integral hubs of their communities, libraries also offer opportunities for people to volunteer in a range of different roles. In 2017/18, 21,100 volunteer hours were provided within our libraries, reflecting the commitment of 366 unique individuals.

Culture

Manchester has a dynamic creative scene and a vibrant history of cultural innovation with major institutions sitting alongside a rich mix of smaller organisations. The sector's year-round offer includes permanent attractions, annual and one-off events, as well as many learning, training, participation, volunteering and employment opportunities. The sector plays a key role in the economic and social impacts in Manchester. The economic impact of culture is discussed in more detail in the 'A thriving and sustainable city' chapter.

The Manchester Cultural Impact Survey gathers data from cultural organisations in the city to create an annual picture of the economic and social impact of the sector. The headline findings from the 2016/17 survey (39 participants) are that the participating cultural organisations:

- generated an estimated £134.2million in Gross Value Added (GVA) for the city
- employed Manchester residents as half their workforce
- engaged 3,463 volunteers, collectively volunteering 177,000 hours
- reached four million people as audience members
- engaged with 335,000 participants, with some activity taking place in every ward across the city,
- engaged with 164 out of 201 Manchester schools, representing 82% of all schools. Schools in every ward of the city provided cultural participation opportunities for their pupils.

The sixth issue of the biennial Manchester International Festival (MIF) took place in 2017, attracting over 300,000 attendees, with 34% of the ticketed audience coming from outside Greater Manchester. The economic impact of MIF continues to grow and was estimated at £40.2million in 2017, compared to £38.8million in 2015 and £38million in 2013. The Festival's Creative Learning programme worked with 68 education partners, and local people were involved in 57 of the 381 Festival performances. Seven of Festival's 32 key commissions included participatory activity, and three commissions had Manchester residents at their core. The Creative Learning programme will continue delivery between festivals for the first time, increasing the number and frequency of relationships with communities and creatives across the city. The programme will enable people to be involved in the development of expected ways of working for The Factory, a major new art centre and home for MIF, opening in Manchester in 2020.

Across the cultural sector, organisations are taking an Our Manchester approach to embed innovative and meaningful ways to increase everyday communication and connections with Manchester's communities. For example,

2017 saw the Royal Exchange Theatre launch an Audience Manifesto, informed by conversations with 2,150 people. Under a new programme, Audience Exchange, the theatre is recruiting people from its outreach programmes, from the streets and from existing audiences to work with it to develop its response to the manifesto. It will be an alternative Theatre Charter, forming a five-year blueprint for its public-facing work, which challenges the theatre to demonstrate commitment to being genuinely socially engaged, inclusive, connected and in meaningful conversation with the people of the city.

Through HOME's talent development programme, Project X (a group of 18 to 25-year-old creatives and producers) took part in a 12-month residency, culminating in a month-long programme called 'This Is Human' in August 2017. The group specifically wanted to attract new and diverse audiences to the venue. They programmed an exciting series of events, installations, live performances, interactive experiences and celebrations in HOME's galleries, cinemas, theatres and public foyer areas, attracting 10,000 people to 48 events and connecting with 18 community groups. The project has connected HOME

with new audiences and challenged them to reflect on how their main house programmes could be opened up and how the building could be used in different ways in the future.

Venture Arts Cultural Enrichment Programme (Heritage Lottery Fund supported) recognises that very few learning-disabled people access cultural venues. Working closely with the city's museums, theatres and galleries, Venture Arts has established an individually tailored programme for learning-disabled participants, incorporating learning about the collections and daily delivery at the venues.

After several successful years of running the Cultural Enrichment Programme, Venture Arts has ongoing partnerships with organisations such as Manchester Museum, People's History Museum, Royal Exchange Theatre, Whitworth Art Gallery and HOME. The programmes have been a great success, with all the participants having increased self-esteem and more confidence to visit cultural venues as a result. At least three organisations, including HOME, Manchester Museum and the Royal Exchange, have gone on to integrate permanent volunteer positions for disabled people.

Following a significant capital grant from Arts Council England, Contact (the leading national theatre and arts venue for youth leadership) moved into a temporary home at The Millennium Powerhouse in Moss Side. They are running an exciting year-long programme of events and festivals at new locations with major partner venues, and in the heart of local communities. Over the next year, Contact will have a major expansion and refurbishment that will transform their building. It will reopen in 2019 with new performance spaces, a new recording studio for young people's music projects, and an arts and health development space. There will also be new offices for artists and cultural organisations to hire and work alongside Contact, a new café/bar, and many other exciting new features.

Manchester Art Gallery

Continuing the upward trend in visitor numbers seen in recent years, Manchester Art Gallery (MAG) welcomed 641,361 visitors in 2017/18 – a 6% increase on the 2016/17 total of 607,809 and a 23% increase on the 2015/16 total of 519,602. Their vision to present internationally important art continues to bring economic benefit to the city. In 2016/17, their combined GVA (gross value added) contribution to the local economy was an estimated £13.5million.⁷

In addition to strong overall growth in visitor numbers, audience research indicates encouraging progress on increasing the diversity of the audience and widening participation. In 2017, 13% of all general visits to the gallery were made by people from a BAME background, an increase from the 9% of visits in 2016. Evaluation of the New North and South (NNS) programme suggests particularly high levels of engagement from people of a South Asian heritage: 42% of people attending the NNS programming at Manchester Art Gallery are of a South Asian background and 65% are of a BAME background. Manchester residents from a BAME background also now account for 14% of volunteers – up from 8% of volunteers in 2016.

2017 has seen positive increases in engagement with residents of some of Manchester's hard-to-reach wards. Notably, visiting has increased in some of the priority wards identified in the 2016/17 Manchester City Council Cultural Impacts research, including Sharston, Gorton North and Moston.

The number of participants across MAG's learning and engagement programme increased to 158,301 in 2017/18 – a 25% increase on the previous year. This overall increase masks a slight reduction in participation from schools and colleges as activity is refocused on Manchester schools in areas less likely to engage with culture. There is an accompanying shift towards developing deeper and more meaningful long-term relationships with schools to deliver a higher level of social and educational impact, especially around wellbeing and resilience. There has been a considerable rise in participation in other areas of the learning programme, with more adults and families engaging with MAG than ever before. This reflects a number of new initiatives, including work with the Manchester Health Visiting Team, Olivia House (working with young mothers) and Clayton Sure Start, as well as a reinvigorated family offer that attracts families across Manchester, and the continuing success of the age-friendly and health and wellbeing programmes.

⁷ Manchester Cultural Impact Survey 2016/17

The quality and popularity of MAG's artistic programme continues to attract large audiences. Highlights have included:

- **True Faith** – a collaboration with Manchester International Festival that explored the legacy of celebrated iconic Manchester bands New Order and Joy Division through their collaborations with artists, designers and filmmakers, and the wealth of visual art created in response to the bands' heritage. This project was one of the highlights of MIF 17; it received extensive press coverage and succeeded in attracting a large number of visitors, including many first-time solo male visitors. This exhibition has been nominated for the City Life exhibition of the year.
- **Shirley Baker: Women and Children, and Loitering Men** – an exhibition by pioneering British photographer Shirley Baker (1932–2014) that captured the spirit of communities living in inner-city Manchester and Salford during the years of urban clearance from 1960 to 1980. It included previously unseen colour photographs by Baker alongside black and white images. Funding was received from Heritage Lottery Fund to create an audio guide of people's memories growing up at that time. A number of people were tracked down who appeared in the

photographs as children, which made great press stories. This exhibition won the City Life exhibition of 2017.

- **The New North South** – an ambitious international project organised with partners in the city and staged at venues across the North of England, and five major art biennales in South Asia. In September 2017, in the year of the 70th anniversary of Indian and Pakistani independence, MAG presented some of the best contemporary South Asian art to wide and diverse audiences in the city, supported by funding from Arts Council England's Ambition for Excellence and Reimagine India funds. This included a series of solo exhibitions by some of the most innovative Pakistani artists (Mehreen Murtaza, Waqas Khan, and Risham Syed), Indian artist Neha Choksi, and UK artist Hetain Patel. Much of the work was newly commissioned and included film, painting, sculpture, drawing, neon, and a garden of plants and sounds.
- **South Asian Design** presented the gallery's collection of historic ceramics, textiles and metalwork from India, Bangladesh, Pakistan and Sri Lanka alongside contemporary work by leading makers and artists, showing how traditional vibrant colour and surface pattern continues to thrive in the 21st century.

- **Painting Light and Hope** – the first retrospective for nearly a century of the Victorian Manchester-born painter Annie Swynnerton (1844–1933): a pioneering professional artist who challenged convention in art and life. This ties in with the Votes for Women centenary (Swynnerton was a campaigner for female suffrage), and also with RA250, the 250th birthday of the Royal Academy (Swynnerton was elected the first female associated Royal Academician).
- **Kate Haywood** – a contemporary ceramicist who makes enigmatic structures in porcelain inspired by found objects. Haywood is drawn to unusual objects, and we have invited her to make a work in response to our Mary Greg collection.

Green infrastructure and parks

Improvement and promotion of Green and Blue Infrastructure (GI) is recognised as a vital component of the Our Manchester Strategy. This aim requires collaboration from the Council and the many external delivery partners, including large national bodies, individuals and 'Friends of' groups.

Much progress continues to be made on improving green spaces across the city, including small projects such as a community orchard planting, as well as multimillion-pound landscape scale initiatives such as Grow Green in West Gorton. This ongoing collaborative work brings together ideas, resources and expertise, which will continue to be crucial to the success of the GI Strategy and Implementation Plan.

Progress against the Council actions within the GI Strategy and Implementation Plan is steered internally by a Governance Board, which is chaired by the Strategic Director for Development and attended by relevant Heads of Service. This provides an opportunity to focus on the GI Strategy's aims, and add value to the way it is delivered across the city.

Practical progress against strategic aims include:

- Grow Green West Gorton – Development and consultation has begun on this neighbourhood scale project with international focus, where innovative nature-based solutions will be deployed to improve climate resilience.
- Tree planting – 4,941 trees have been planted, including four orchards and 1,585 hedge trees, through development schemes in parks and along highways. This has been achieved through partnership organisations such as City of Trees and has exceeded the target for tree planting.
- Manchester Residential Design Quality Guidance – This sets out considerations for high-quality residential development within sustainable neighbourhoods, which developers will need to satisfy or exceed. A key element of the guidance is around GI, and this will help influence both large and small-scale developments and masterplans, as demonstrated in recent development plans, including Mayfield in the city centre and the proposals for the Northern Gateway.
- Access to green spaces – The multimillion-pound cross-city bus package has now been completed, allowing cross-city bus services to run through the heart of the city, making access between north and south Manchester easier and more reliable and widening access to the city's destination parks such as Heaton Park and Wythenshawe Park.
- My Back Yard – This project has provided a 'citizen science' approach to collecting and interpreting data about the important role that domestic gardens play in our city. Over 1,000 people took part in surveys citywide, and the action plan and report on the findings were published in February 2018. These can be downloaded from: <http://mybackyard.org.uk/finalresults.php>
- Connecting Collyhurst – Groundwork Trust helped develop and deliver five walking routes, including fitness trails and a safe route to schools, which were launched in July 2017.

- The Tale of Two Cities – England’s flagship wildflower project reached its climax in July 2017, celebrating the creation of large-scale wildflower landscapes in both Manchester and Liverpool. The project has created biodiversity linkages important for pollinators, including bees, and has connected communities and developed cultural links between both cities.
- Tree Musketeers – This is a volunteer programme and conservation society managed by The University of Manchester and student co-ordinators. The Tree Musketeers have helped to improve numerous sites across Manchester, and had one project nominated at the 2017 North West in Bloom Community Awards.
- Bridgewater Basin Floating Ecosystems – This innovative Council-funded Clean City project was completed in August 2017, with more than seventy volunteers, including Council staff. The floating islands improve the quality and function of this previously underused water body, improving the water quality and visual amenity interest, as well as providing biodiversity value.

- Heroes Wood – This is a community-focused tree-planting project in Debdale Park, Gorton, developed collaboratively by City of Trees. The project is one of many national commemorative events that have taken place between 2014 and 2018. Marking 100 years since the beginning of the First World War, the project is a demonstration of how green infrastructure can be used imaginatively, sensitively and boldly to link people and places to significant events.

Looking to the future, it is important that parks and green spaces provide a vital part of our regeneration plans. As previously discussed in this chapter, in late 2018, the Council will adopt a new Strategic Regeneration Framework (SRF) for the Northern Gateway. This is a 150-hectare area comprising the existing neighbourhoods of Collyhurst, New Cross and the Lower Irk Valley. The Framework will guide the delivery of some 15,000 new homes over the next 15–20 years; they will be set around the river valley and be an enhanced network of green spaces, parks and public realm. At the heart of this development will be the delivery of a new City River Park where lush, green, open spaces will promote walking and cycling – a model for healthy city living that will be a part of everyday life.

Manchester City Council maintains its commitment to conserve, protect and enhance biodiversity wherever it can, in compliance with the Natural Environment and Rural Communities (NERC) Act 2006. Manchester has eight Local Nature Reserves (LNR) covering 392 hectares, of which Heaton Park is the city’s largest and only designated Country Park. Manchester has 38 Sites of Biological Importance (SBI) covering 309 hectares, of which 58% (22) are in active conservation management.

More information on the Council’s Green and Blue Infrastructure Strategy, including a case study, can be found [here](#).

In spring 2016, we started a conversation to ask people what their parks in Manchester meant to them and what they could look like in the future. The response was fantastic and has included more than 2,000 conversations with residents. Manchester’s Park Strategy is the culmination of the ideas, passion and hope people have for Manchester’s parks.

The full launch of the Park Strategy to our Friends and stakeholder groups took place on 2 December 2017. The event was a celebration of the new direction for parks and the work of our Friends in some of their early achievements. The entrance to the event hosted pop-up stands that showcased the true breadth of work that park volunteers undertake, from beekeeping through to the collection of memories on film and in print. Alongside the expected introduction and scene-setting from Council officers and the Executive Member for Schools, Culture and Leisure, there were presentations on the themes of the strategy from park stakeholder groups.

The four key themes of the Strategy are:

1. **Parks at the Heart of Neighbourhoods** looks at the physical role of parks in neighbourhoods across the city, as well as their size, accessibility and character.
2. **Vibrant Parks, Vibrant Communities** considers activities that take place in parks to ensure that they are a focus of community life and that there are opportunities for exercise and sport from a wide variety of events that can generate additional income for parks.
3. **A Manchester Quality Standard** sets out a good-quality standard for managing and maintaining parks.
4. **Productive Parks in Partnership** describes ways to deliver park services in a more collaborative and fruitful manner with communities and local organisations, not just the Council.

The first year has seen steady progress made against the action plan, with particular highlights including the development of individual management plans for parks and a focus on the creation of a shared vision for Wythenshawe Park, which has now been captured in a draft aspirational ten-year plan.

Park plans

The action plan highlights the development of 15 park plans in the first year, and 35 in the following two years. On discussing this aspiration across the stakeholder groups it was clear that there were more than 15 groups that wanted to develop a plan in the first year. We have adjusted our approach to ensure that we can support any group with an aspiration to develop a plan, and have been working on a format that we will be able to populate with site-specific information in partnership with stakeholders. The format is being tested across five sites and the learning will be utilised to inform our programme for citywide introduction and staff development in 2018.

Wythenshawe Park Strategic Framework – working with Pleydell Smithyman we have hosted a series of workshops, forums and one-to-one sessions with park stakeholders to engage with them in an open dialogue about the proposed future of the park. Through this approach we have developed a shared vision for Wythenshawe Park into a draft aspirational ten year plan. The masterplan is supported by a list of projects and an implementation plan with short, medium and long-term targets over the ten-year period of the framework.

The proposals for the park have been developed in partnership with key stakeholders and park users, while the wider community was engaged through the Wythenshawe Community Games, pop-up sessions in the park, at the town centre and the forum. There were also focus groups with key potential audiences including families, young people and seniors.

Investment

The approach to investment in parks has previously relied on one-off or time-limited opportunities such as Section 106⁸ funding and the Clean City funding. The ad hoc nature of the opportunities had led to a mechanism for delivery that was slow, inconsistent and developed in isolation. New arrangements have been put in place to co-ordinate the projects in parks, and a single management arrangement has been implemented to progress the backlog of projects at pace. Eight projects have now been delivered through the new arrangement at a total cost of £1.218million.

As part of the three-year budget-setting process in March 2017, a proposal for a Parks Investment Programme over a four-year period was submitted to invest £20.5million of capital funding to improve parks, and close the gap between ongoing trading income and expenditure. This level of strategic investment into Manchester's parks received 'in principle' agreement from the Council's Executive Committee, subject to a package of detailed options, appraisals and feasibility studies being undertaken to identify the specific investment opportunities for the three elements of work in Wythenshawe Park and Heaton Park.

Quality standards

A new approach to the inspection of play areas supported by the use of new technology has been implemented. The system runs through an app that covers the city's 100+ play areas. It enables the inspector to report the condition, location and photographic evidence of defects instantly to colleagues, who will progress the repair. This is particularly important in the defence of claims when the time and date of an inspection or repair of a defect are essential pieces of evidence in our case. The data within the system can be manipulated to produce reports on the current condition of stock and will allow better forward planning for lifecycle replacement.

Traditionally, the control of weeds in Manchester parks has been undertaken using glyphosate, a wide-spectrum chemical herbicide. Glyphosate is used on the basis that it has one of the broadest spectrums of control, killing many different weed species effectively and systemically. In 2017, a small-scale trial was undertaken using non-glyphosate control methods. The alternative methods included the use of organic herbicides, manual weed control, and low-pressure hot-water systems. In 2018, building on the success of 2017, the alternative control method trial has been extended to cover 24 parks across the city that will now be glyphosate-free. The quantity of glyphosate used across all the city's remaining parks will be further reduced, focusing on the treatment of fence lines, and occasional spot treatments. Pathway encroachment will no longer be treated with glyphosate, and it is proposed to undertake a manual reduction of path growth as part of the winter programme.

⁸ A **Section 106** is a legal agreement between an applicant seeking planning permission and the local planning authority. It is used to mitigate the impact of a new home/development on the local community and infrastructure. This money is often used to enhance community facilities such as parks

Volunteering

Agreement has been reached with the city's liability insurers for the liability policy to cover unsupervised work in parks by volunteers directly on behalf of the Council. This will enable groups more flexibility in their approach to delivering events and activities. There is a requirement for the risks associated with these activities to be assessed and managed and we will need to keep detailed records in relation to the activities. We are working through the requirements and will look at incorporating them within the Manchester Volunteer Inspired Programme (MCRVIP).

A project to expand the use of the existing MCRVIP digital platform in parks has been approved with a target implementation for the end of 2018. MCRVIP incorporates a website (www.MCRVIP.com) and associated social-media accounts, which allow volunteering opportunities to be registered by providers and marketed across Greater Manchester. Volunteers register with MCRVIP to access these opportunities and also log their activity, including hours donated. MCRVIP has been in use for ten years; currently, more than 6,000 volunteers have registered over 70,000 hours, but only volunteering on

sporting activities and events is managed through this platform at present. The project will expand the capabilities of MCRVIP so that it can be used to promote and manage volunteering opportunities across other areas, including parks.

The delivery of a new management system for Manchester's allotment stock has been implemented and will:

- Hold details of sites, plots and facilities in a central location
- Support the effective management of tenants, with their contact details and tenancy agreements stored electronically
- Manage waiting lists in a timely and consistent manner
- Allow for effective invoicing with a clear charging structure
- Manage regular plot inspections with notice history
- Improve communication with every plot-holder
- Record and report on demographics of allotments and management information.

The first phase of work, Colony Enterprise, has been launched, and staff are using it in the management of sites that the Council is directly responsible for. Colony Communities will be delivered next, and this will allow the Allotment Societies to access and populate the layer of information that is relevant to their site and plot-holders. The final phase of implementation will integrate our finance systems to ensure ease of invoicing and live feedback on the payment of site fees.

There will also be better integration with the Council's website to display live information on the availability of plots, and a user-friendly system to apply for an allotment. Colony will truly modernise our approach to allotment management, with a consistent and transparent approach.

Sport and leisure

The Council continues to work closely with the operators of our sport and leisure facilities to provide high-quality leisure opportunities and first-class facilities in the heart of the city's neighbourhoods. Some £10million of new investment has been made to continue to modernise our world-class infrastructure, including £8.6million to fully refurbish Moss Side Leisure Centre. In addition, investment has been made at Belle Vue Sports Village, resulting in a new women-only gym at the Leisure Centre and an additional 2,000 seats at the National Basketball Performance Centre, enhancing the spectator and participant experience.

The world-class Manchester Velodrome track has been replaced at the HSBC UK National Cycling Centre, which will be used by many local residents alongside the world's best. New hockey pitches have opened at The University of Manchester's Armitage Sports Ground, replacing those at Belle Vue Sports Village. This investment has contributed to a total of over 3.4million visits to facilities, which is comparable to visits seen in the previous 12 months, despite the closure of Moss Side for refurbishment and the impact on usage at the

Manchester Aquatics Centre arising from the significant improvements made to their estate by The University of Manchester.

This year has also seen the launch of the MCRactive Card, which has enabled discounted access by casual users to Council-owned sport and leisure facilities. At the time of writing and since its launch in October 2017, 26,000 people have signed up for the card, which encourages residents to be active. Development of the MCRactive website has taken place to accompany the launch of the card, which enables residents to access information about sport and leisure provision from a single communications platform. Over £500,000 has also been secured to further develop our digital capability, making accessing and finding out about sport and leisure provision much easier.

The summer of 2017 also saw the largest engagement with residents in the development of a new Sport and Physical Activity Strategy. Over 2,500 people and 39 organisations took part in the conversation, which has resulted in a new vision and agreement of strategic themes and key actions being agreed for the sector for the next ten years. New governance arrangements, including the establishment of Manchester Active – a non-profit organisation

responsible for implementing the strategy on the Council's behalf – have also been designed. Furthermore, the procurement of the UK's single largest leisure-facility operating contract, to operate the Council's 20 leisure facilities for the next ten years, has taken place, and a new contract is due to start in autumn 2018.

In addition to this, a new Manchester Playing Pitch Strategy has been completed, which aims to provide, protect and enhance Manchester's playing pitches and ancillary facilities between 2017 and 2021.

The Active Schools programme continues to deliver high-quality swimming and multisports activities to 145 schools across the city, engaging 10,902 pupils. Once again, the school-swimming programme delivered by GLL⁹ achieved an 83% pass rate for 25 metres – one of the best in the country.

Community activity programmes go from strength to strength. This year saw the relaunch of Manchester Girls Can, with a focus on providing school-based activities for mothers and carers. Funding has been secured from the Activity Alliance to develop the Go Out Get Active project to develop inclusive clubs across Manchester.

Manchester Community Games continues to get the inactive active, linking residents from diverse communities to participate in activities, volunteering opportunities and events. Sport and Activity forums supported by Community Games have sourced additional funding opportunities, and further work with Manchester's parks, Debdale Outdoor Centre, LGBT Northwest and Manchester Metropolitan University (MMU) enabled Community Games to expand their offer throughout Manchester over the past 12 months.

⁹ Greenwich Leisure Limited

Funding has been secured from Spirit of 2012 for a three-year project, Breaking Boundaries, using cricket to promote community cohesion. In the past 12 months, funding has been confirmed to develop more targeted programmes aimed at residents who are currently inactive. New investment has been secured to pilot a new way of improving heart and mental health. The Winning Hearts and Minds programme is a whole-system approach based on the Our Manchester principles to improve health outcomes across Manchester, with an initial focus on north Manchester.

Sport England continue to invest in Manchester and will fund a Tackling Inactive initiative to support work around the healthy lifestyles programme, as well as an Active Ageing initiative to test new approaches to engage inactive older people (aged 55+) from 2018. Health outcomes are discussed in more detail in the 'A progressive and equitable city' chapter.

International

Manchester has continued to be a hotbed of sporting talent. This year's Commonwealth Games, in Gold Coast Australia, saw team England finish second overall in the medals table, and once again the Manchester medal factory contributed to this success, with women's basketball, squash and cycling squads all based in Manchester. Furthermore, the city of Manchester Swim team had three athletes competing in the Games. A year into England waterpolo junior teams establishing Manchester as their home, the under-19 boys have qualified for the LEN European Championships for the first time in 20 years.

Growth of the Etihad Campus as a global sporting headquarters and knowledge capital continues. Manchester Metropolitan University announced plans confirming relocation of their sports campus to the site for 2021, creating a new MMU Sports Institute and bringing 2,000 students to the campus. The Rugby Football League also announced they will relocate their head office to the campus in 2021, as have the Manchester Football Association, Basketball England and British Taekwondo, which relocated earlier this year, joining British Cycling, Team Sky, GB Taekwondo, England Squash and English Lacrosse in east Manchester.

Events

Events have a unique role to play in creating a strong sense of citizenship and pride in the city. This has never been more evident than in May 2017, when in the aftermath of the terror attack at the Manchester Arena, our residents stood together at various events to show their support for our people, our visitors and our city.

Manchester has set out a clear ambition to be recognised for its high quality of life, including its improved green spaces and access to world-class sports, leisure and cultural facilities. Promoting a diverse events programme is a key ingredient for success in this context. Events provide inspiration and the opportunity to participate, and they can create an incredibly strong platform from which to engage new residents and widen access to underrepresented groups or those who feel excluded.

Established calendar events such as Manchester Day, Manchester Mega Mela, the Caribbean Carnival and the Manchester Pride Parade continue to be showcased on our streets and in our parks, showing the creativity of our communities. The Great City Games, Great Manchester Run (with a new half-marathon addition) and the AJ Bell PSA World Squash Championships provided platforms to either

participate in or to be inspired by the elite athletes who have visited our city in the past year, promoting the city on a global sporting stage.

In the past year, our core-funded programme of sports, cultural and community events has seen the Council partner 23 event organisations to deliver or facilitate 44 calendar events; these attracted up to 550,000 people across 102 days of live events and provided over 1,300 volunteering opportunities. In the same period, our commercial event partners have directly funded nine major festivals and events in the city's licensed parks and public spaces, attracting more than 400,000 additional attendees across 45 event days.

Voluntary sector

In last year's State of the City Report we updated on the work of Volunteer Centre Manchester (VCM). A key target of the Our Manchester Strategy is to increase volunteering in the city, and from the strategy's launch in April 2016 to the end of March 2018, 5,322 Manchester residents registered with VCM, 2,349 referred directly to Manchester voluntary and community and social enterprise (VCS) organisations as volunteers and 1,803 Manchester residents attended induction sessions.

October 2017 saw the launch of the Council's Employer Supported Volunteering Policy, developed through a partnership between the Council and VCM. Volunteering is now being promoted in all services, and employees who wish to volunteer for the city in work time can now apply for volunteer leave of up to three days a year pro rata. Although still in its early stages, there are increasing stories of teams and individuals benefiting from volunteering events across the city. Since the launch, there has been an uptake in individual volunteering: 71 people took volunteering leave, and between the three-month periods January–March and October–December the number of leave hours increased from 110 hours to 256 hours, showing that volunteering is continuing to attract more participants across the organisation.

Manchester's VCS sector makes a huge contribution to improving outcomes for the city's people and communities, and so the way public-sector organisations work together with the sector is crucial. This past year has seen the Council take a new approach to working with the VCS sector with the launch of a new model for grant funding. Titled the Our Manchester VCS Grants Programme, it consolidates several previous funding streams into a three-year programme totalling £7.4million (£2.47million per year).

The Grants programme was launched in September 2017 after a year-long co-design process involving representatives of the VCS sector, Manchester City Council, Clinical Commissioning Groups and members of equality-specific organisations. The process generated a number of options for future VCS funding, which was then consulted on with the wider VCS sector in Manchester. Feedback from this consultation was taken into account and informed the final stages of co-design.

In response to feedback, a new governance and management structure has been put in place to support relationships with the VCS, including the creation of an Our Manchester Funds team, whose tasks include strategic management and development of networks, partnerships, identification of strengths and gaps, and the positive contribution the sector makes to the city. This core team is supported by a distributed team of officers across the Council, who provide a liaison role in addition to their daily responsibilities.

The aims of the programme are informed directly by the Our Manchester Strategy and the commitment of working with the voluntary and community sector to find new ways of reaching communities that remain untouched by Manchester's success. Based on the information provided by organisations, it is estimated that around 119,000 beneficiaries are being reached, with organisations working to at least one of the following aims:

- Have a strong sense of citizenship and pride in the city
- Collectively improve our health and wellbeing
- Support the positive contribution older people make to city life and their communities, and continue to be recognised as a pioneering Age-Friendly city
- Increase volunteering across the city
- Support carers to carry out the invaluable work they do
- Work to improve the resilience of individuals and communities.

Climate change and environment

In addition to prioritising the issues that are of immediate importance to our residents, Manchester is also looking to the future to ensure that the city remains healthy and sustainable for future generations.

The **Manchester Climate Change Strategy (2017–2050)** was published in December 2016 and builds on the climate-change commitment within Our Manchester and the views of 700 residents and organisations as part of a public consultation in 2016.

The Climate Change Strategy is Manchester's commitment to supporting the Paris Agreement¹⁰ and the city's ambition for Manchester to be zero-carbon. This agreement aims to limit average global temperature to 1.5 degrees above pre-industrial levels, as a two-degree reduction target will not be sufficient.

¹⁰ <https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement>

Manchester is one of a few cities in the world using a science-based approach to evaluating carbon targets and trajectories as part of the SCATTER (Setting City Areas Targets and Trajectories for Emission Reductions) project.¹¹ Commissioned by Greater Manchester Combined Authority and The Department for Business, Energy and Industrial Strategy (BEIS), Tyndall Manchester has calculated a carbon budget for Greater Manchester that is compatible with the commitment in the Paris Agreement.

Current analysis shows that Manchester is on track to reach a 38% reduction in CO₂ levels by 2020 against the target of 41%. This means that to stay within the carbon budget a further 56% reduction is required.

Manchester Climate Change Strategy and Implementation Plan 2017–2022

The Manchester Climate Change Agency (MCCA) Community Interest Company (CIC) was established in September 2015 to support, champion, co-ordinate and facilitate the delivery of the city's Climate Change Strategy (2017–2050).

We are now in the first year of the **Implementation Plan**, which runs from 2017 to 2022. The plan sets out the strategic actions that will help to drive, enable and support Manchester's physical and cultural transformation to 2050 and beyond. Within the plan, there are five overall enabling actions for the city to undertake; these are:

1. Educating and engagement
2. Investing in our young people
3. Innovation, investment and business growth
4. Enabling and incentivising institutional development
5. Supporting our businesses

To enable delivery of the plan a new Manchester Climate Change Board has been established, which also includes the Manchester Climate Change Youth Board. This will see young people as both the deliverers and audience of a climate-change campaign and engagement activities, including the Hulme Youth Climate Initiative – a seven-month campaign focusing on empowering youth to deliver environmental projects, which reached over 700 people.

The agency is also supporting the faith and community sectors across the city and is working with Manchester Cathedral to host a series of events on climate change under the banner Our Faith, Our Planet. Continuing with the aim of getting people talking about climate change, this year a new Climate Conversations campaign is capturing short, inspiring videos from people about their thoughts and actions on climate change as part of a social-media-led campaign.

¹¹ <http://www.mace.manchester.ac.uk/our-research/centres-institutes/tyndall-manchester/news-events/new-tyndall-manchester-report-quantifying-the-implications-of-the-paris-agreement-for-greater-manchester.htm>

Contaminated land

Much of the brownfield land within the city's boundary has a long history that reflects Manchester's industrial heritage. It is now recognised that this land provides a resource and opportunity for the city as part of its ongoing regeneration. An important aim of the Council's Contaminated Land Strategy is to support a strategic approach to regeneration, and to promote and assist with the safe reuse of brownfield sites.

Where necessary, and supported by the Environmental Protection Team, sites identified as requiring detailed assessment can be reviewed and remediated through the planning-development process. According to our current records, 15 hectares of potentially contaminated land has been remediated under the development control process during the past year (April 2017 to March 2018 – data based on validation reports being received and approved). This includes a residential development in Burnage and the former Daisy Mill Site, Stockport Road (now Dean Trust Ardwick).

The Council's Environmental Protection Service also works closely with other Council departments, such as Corporate Property and Regeneration, and provides advice as required on contaminated land issues, as well as responding to preplanning enquiries from private consultants and developers. Upcoming projects they have been approached about include the Northern Gateway, HS2 and the ongoing assessment of former landfill sites for potential redevelopment.

Air quality

Air pollution is associated with a number of adverse health impacts. It is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions. Also, there is often a strong correlation with equalities issues, because areas with poor air quality are often the less affluent areas.

Manchester meets the national legal limits for all air pollutants with the exception of the annual limit for nitrogen dioxide (NO₂). Nitrogen dioxide (NO₂) pollution is an issue in many towns and cities across the country and around the world. It is primarily caused by the combustion of fossil fuels, particularly diesel, in transport. NO₂ is harmful to the environment and to human health, causing some 23,500 premature deaths in the UK per annum.¹² The Government has transferred the European Ambient Air Quality Directive (2008/EC/50) into UK law, meaning the NO₂ pollution standards contained in the Directive apply.

Long-term trends show that there has been an improvement in air quality, but parts of Manchester still remain above the annual limit for NO₂, and these areas are declared Air Quality Management Areas (AQMA). AQMAs are produced using a combination of monitoring station data and computer modelling.

¹² Committee on the Medical Effects of Air Pollutants (COMEAP) 2015

There are three permanent monitoring stations in Manchester: Piccadilly Gardens, Oxford Road, and Manchester Sharston. Table 5.8 shows NO₂ concentrations monitored by the two city centre locations over the past three years. These are part of a network across Greater Manchester, which is supplemented by temporary diffusion tubes in order to give an accurate picture of pollution levels.

The current AQMA was declared by the GMCA in May 2016, and covers a smaller area than previously, but is still focused on the busiest parts of the road network, including areas where routes converge, such as the city centre. The AQMA continues to be set at a precautionary 35 micrograms of NO₂ per cubic metre of air (µg/m³), below the legal annual limit of 40µg/m³, to reflect modelling uncertainties.

Table 5.8
Annual mean concentration of nitrogen dioxide (µg/m³)

	Manchester Oxford Road	Manchester Piccadilly
2010	64	45
2011	66	44
2012	62	41
2013	55	39
2014	68	40
2015 baseline	66	39
2016	66	40
2017	65	36

Source: Air Quality England

In order to make further progress in tackling poor air quality, an **Air Quality Action Plan (AQAP)** for Greater Manchester was published in December 2016. The Greater Manchester AQAP was subject to public consultation, and a range of actions has been identified to encourage the uptake of low-emission vehicles, motivate behavioural change and drive technological innovation.

The plan is structured around three broad themes – reducing traffic (by encouraging alternative travel modes), increasing efficiency (by making the most appropriate use of roads and vehicles for different tasks), and improving vehicles (by encouraging less polluting vehicles to be used). Specific areas of action include: Development Control and Planning Regulation, freight and heavy goods vehicles, buses, cycling, travel choices, cars, and information and resources.

Work has been continuing to deliver the GM AQAP by 2021, including new bus gates on Portland Street and Oxford Road, planning controls for new developments, taxi emission controls, a Clean Air Zone feasibility study, and developing a new air-quality website. However, in July 2017, the Government published its ‘UK plan for tackling roadside nitrogen-dioxide concentrations’,¹³ and this required Manchester, together with the other local authorities in Greater Manchester, to produce a new plan to achieve air-quality limits for NO₂ within the shortest possible time rather than 2021.

¹³ <https://www.gov.uk/government/publications/air-quality-plan-for-nitrogen-dioxide-no2-in-uk-2017>

The GM Clean Air Plan is currently being developed by TfGM with the Greater Manchester local authorities, and is due to be submitted to the Government for approval by the end of this year. A report containing further details of the draft plan was considered by the Neighbourhoods and Environment Scrutiny Committee on 31 January 2018, and can be viewed [here](#).

In addition to the above ongoing actions, **Annual Status Reports (ASR)** are required to be submitted to Defra each year, and these record progress of the implementation of the measures in the Greater Manchester AQAP, and resultant air-quality improvements. The most recent ASR available is the Greater Manchester Air Quality Annual Status Report (ASR) 2016, published by TfGM in July 2017. The report did not include an annual progress update on the AQAP, as the plan had been in place for less than 12 months at that time.

Conclusion

It is clear that significant progress has been made to increase the supply and diversity of housing across the city. Around 4,000 new homes will be delivered in 2018/19 and 2019/20, alongside the creation of major new residential neighbourhoods with the associated place-making investments and public services provided to make these areas great places to live. However, considering the estimated population growth in the city, new housing is still a priority. Work is continuing with developers, investors, Greater Manchester Combined Authorities and the Government to ensure that the local housing market meets the needs of the city's residents.

There has been a significant improvement in household recycling in 2017/18, with the amount of residual waste from households with new grey bins decreasing by 25%. This remains a priority in 2018/19, and apartment blocks will now be supported to make similar improvements. One of Manchester's priorities remains to ensure the city is clean and well maintained; work will continue to 'Keep Manchester Tidy' and target those who persistently fly-tip.

Levels of crime and antisocial behaviour have resulted in a challenging year for Manchester. While we have made significant reductions over recent years, 2018/19 has seen an increase in a number of crime types, particularly some kinds of acquisitive crime, such as domestic burglary, personal robberies and vehicle crime, as well as violent crimes including rape and other sexual offences. Although some increases are representative of a national trend and some changes may be due to changes in the way some offences are recorded, we are aware that some offences are also underreported. Manchester City Council continues to work in partnership with other public-sector bodies, GMP, businesses and communities to develop new initiatives to tackle crime and antisocial behaviour. However, we also need to continue to change offenders' behaviour by addressing the issues that may prevent them from doing so – such as substance misuse – and offer them opportunities for education, employment, life skills, and accommodation.

At a neighbourhood level, maintaining high-quality local facilities and services is important in supporting residents to be resilient and to have happy, healthy, stable and engaged lifestyles. Visits to the city's parks, cultural and recreational facilities continue to increase and more people are getting involved in activities across our galleries and libraries. The sports and cultural offer also provides Manchester with an international profile, attracting an increasing number of visitors to the city; this contributes to our vibrant visitor economy and provides an income for our retail, food, drink and hotel sectors.

Our programmes of activities are becoming more diverse, meeting the needs of our residents and supporting key priorities for the city, such as supporting skills for employment. The new Mcr Active card is encouraging more residents to access our sports and leisure offer, and lead more active and healthy lifestyles.

We are helping residents to gain skills, and providing them with opportunities to become actively involved in running services. We are also developing sustainable solutions to deliver cultural and leisure activities. The city's voluntary sector has a critical role to play in helping residents develop their skills by reducing social isolation and helping people to use skills developed through volunteering to find work.

The Our Manchester Voluntary and Community Sector (OMVCS) programme provides a real opportunity to shape our relationship with the Voluntary and Community Sector (VCS) and how we make best use of Council resources to invest in Manchester's VCS sector to support Manchester residents. Investing in voluntary-sector organisations is a key mechanism for growing stronger individuals, families and neighbourhoods, and for supporting our communities of place, interest and identity.

Finally, Manchester is making a strong start to deliver the Climate Change Strategy and is striving to achieve its reduction in CO₂ target. Further work is being completed to review our brownfield sites and to establish the safe reuse of these areas to support the future regeneration of the city. Long-term trends show there has been an improvement in the air quality in the city, but some areas remain above the annual limit for NO₂. Work is continuing to address this through the introduction of new 'bus gates' and traffic restrictions, and a new action plan is being developed.

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