



Executive

Date: Wednesday, 13 September 2023

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

This is a **combined agenda pack** for information only

Access to the Public Gallery

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. **There is no public access from any other entrance.**

Filming and broadcast of the meeting

Meetings of the Executive are 'webcast'. These meetings are filmed and broadcast live on the Internet. If you attend this meeting you should be aware that you might be filmed and included in that transmission.

Membership of the Executive

Councillors

Craig (Chair), Akbar, Bridges, Hacking, Igbon, Midgley, Rahman, Rawlins, T Robinson and White

Membership of the Consultative Panel

Councillors

Ahmed Ali, Butt, Chambers, Douglas, Foley, Johnson, Leech, Lynch and Moran

The Consultative Panel has a standing invitation to attend meetings of the Executive. The Members of the Panel may speak at these meetings but cannot vote on the decisions taken at the meetings.

Combined Agenda

- 1. Appeals**
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.
- 2. Interests**
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.
- 3. Minutes**
To approve as a correct record the minutes of the meeting held on 26 July 2023. 5 - 18
- 4. Our Manchester Progress Update** **All Wards**
Report of the Chief Executive attached 19 - 28
- 5. Revenue Monitoring to the end of July 2023** **All Wards**
Report of the Deputy Chief Executive and City Treasurer attached 29 - 58
- 6. Capital Programme Monitoring P4 2023/24** **All Wards**
Report of the Deputy Chief Executive and City Treasurer attached 59 - 94
- 7. Hackney Carriage Fares - Interim Review 2023** **All Wards**
Report of the Strategic Director (Growth and Development) attached 95 - 110
- 8. Manchester Piccadilly SRF Addendum: East Village Central Framework** **Piccadilly**
Report of the Strategic Director (Growth and Development) attached 111 - 122
- 9. Strategic approach to developments of social homes via a city-wide New Build Local Lettings Policy** **All Wards**
Report of the Strategic Director (Growth and Development) attached 123 - 132
- 10. Climate Change Action Plan Annual Report** **All Wards**
Report of the Deputy Chief Executive and City Treasurer attached 133 - 176

- 11. **Winter preparedness in the health system**
Report of the Deputy Place Based Lead attached

All Wards
177 - 190

Information about the Executive

The Executive is made up of 10 Councillors: the Leader and two Deputy Leaders of the Council and 7 Executive Members with responsibility for: Early Years, Children and Young People; Health Manchester and Adult Social Care; Finance and Resources; Environment and Transport; Vibrant Neighbourhoods; Housing and Development; and Skills, Employment and Leisure. The Leader of the Council chairs the meetings of the Executive

The Executive has full authority for implementing the Council's Budgetary and Policy Framework, and this means that most of its decisions do not need approval by Council, although they may still be subject to detailed review through the Council's overview and scrutiny procedures.

It is the Council's policy to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair.

The Council is concerned to ensure that its meetings are as open as possible and confidential business is kept to a strict minimum. When confidential items are involved these are considered at the end of the meeting at which point members of the public and the press are asked to leave.

Joanne Roney OBE
Chief Executive
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Manchester, M60 2LA

Further Information

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

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Executive

Minutes of the meeting held on Wednesday, 26 July 2023

Present: Councillor Rahman (Chair)

In accordance with Rule 2.1 of the Executive Procedure Rules, the Statutory Deputy Leader chaired the meeting in the absence of the Leader

Councillors: Akbar, Hacking, Igbon, Midgley, Rawlins, T Robinson and White

Also present as Members of the Standing Consultative Panel:

Councillors: Ahmed Ali, Butt, Chambers, Douglas, Foley, Johnson, Leech and Moran

Apologies: Councillors Craig, Bridges and Lynch

Also present:

Councillor Karney (Harpurhey Ward Councillor)

Councillor Hilal (Didsbury West Ward Councillor)

Councillor Kilpatrick (Didsbury West Ward Councillor)

Exe/23/65 Minutes

Decision

The Executive approved as a correct record the minutes of the meeting on 28 June 2023.

Exe/23/66 Our Manchester Progress Update

The Executive considered a report of the Chief Executive which provided an update on key areas of progress against the Our Manchester Strategy – Forward to 2025 which reset Manchester’s priorities for the next five years to ensure the Council could still achieve the city’s ambition set out in the Our Manchester Strategy 2016 – 2025.

The Executive Member for Housing and Development reported that funding had been approved to decarbonise and upgrade more than 2,000 homes in the city’s biggest ever sustainable homes investment programme. £49.7m would be invested in 1,603 Council-owned homes to improve sustainability through a range of works, which included better property and roof insulation, solar panelling, new boilers or heating systems, and air and ground source heat pumps. Currently, the grant funding was limited to properties rated EPC D or below with the expectation that the measures would improve most properties to EPC C rating and to EPC B in some cases. The programme of work would begin later in 2023 and would be completed by March 2025.

He also reported on the launch of the public consultation on the draft strategic regeneration framework for the new £1.7bn innovation district ID Manchester. The newly published draft Strategic Regeneration Framework (SRF) set out the scale,

ambition and opportunities that ID Manchester could bring to the city and included a series of place-based principles that would guide detailed plans for development and future planning applications. Once completed, ID Manchester would create over 10,000 new jobs and bring significant economic, social and environmental benefits to the city. The public consultation would run until 8 September with feedback reported to the Council.

He further reported on This City, the Council-owned housing development company, marked its first start on site earlier this month as construction had begun on 128 new low carbon homes at Rodney Street, Ancoats. The development would include 118 apartments across two buildings (a mix of 27 one bed and 91 two bed homes), alongside 10 town houses (eight three bed and two four bed homes) - and would overlook an improved and expanded Ancoats Green. The Rodney Street development would benefit from a wider £32m investment package funded by Homes England in this part of Ancoats, helping to unlock 1,500 new homes and bring the 20-year regeneration story of the area to a close. This included major investment in Ancoats Green that bordered the This City development site alongside new public realm that would connect the community to the green space, the new Ancoats Mobility Hub, and the surrounding neighbourhoods.

The Deputy Leader reported on the continuation of support to residents over the summer in relation to the cost-of-living crisis. A new leaflet had been created which set out the range of support that was on offer over the summer. The Council had also set up dedicated webpages both for financial support as well as the Helping Hands platform which set out a wealth of information for people in need. This continued support played a part in the recently announced Making Manchester Fairer initiative, which was at the forefront of Council policy looking at how systemic inequalities in the city could not only be addressed, but reversed.

The Deputy Executive Member for Early Years, Children and young People, reported that more than eight thousand copies of the same book were being given to all final year primary school children in Manchester this summer to help them settle into their new high schools in September and keep them reading over summer. Pupils would also get a special workbook full of fun, practical activities and challenges related to the book, as part of the shared learning project for pupils as they make their move from primary school. The Year 6 transition read for primary pupils was part of the broader five-year action plan called Making Manchester Fairer, which aimed to address inequalities in the city that can start early on in life and even affect how long people live for, and their opportunities around work and housing.. The Deputy Executive Member for Skills, Culture and Leisure also reported that all Manchester Libraries were participating in the summer reading challenge

The Deputy Executive Member for Resources and Finance reported on the good work being undertaken through the Council's Social Value strategy, with specific reference to the construction of the new Co-op Belle Vue Academy in east Manchester. In total 58 jobs were created, 43% of them going to Manchester residents, and 18 apprenticeships. The project also hosted eight T-level students from Manchester College and 16 work experience placements. Six candidates from Ingeus' Restart Scheme, which supported people looking to take the first step into employment in construction, were also hosted for week-long trials. All six went on to

find employment. In addition the project raised approximately £10,000 for local community groups. The project had delivered a social return on investment of £1.8m and it had generated an economic impact of £30m for the wider area.

The Executive Member for Environment and Transport reported that the Council had secured the future of Station South, a much-loved community asset in Levenshulme after agreeing to purchase its freehold. The purchase had been carried out in support of Station South's long-term presence in the area and to ensure that they could continue to deliver their services within the community. Station South had become an important fixture in the neighbourhood, providing a community space for people who cycle as well as other amenities through their café and bar. The move reflected the Council's commitment to supporting cycling as a sustainable transport option which could also play a role in a healthier lifestyle.

Decision

The Executive note the report.

Exe/23/67 Revenue Monitoring to the end of May 2023

The Executive considered a report of the Deputy Chief Executive and City Treasurer, which outlined the projected outturn position for 2023/24, based on expenditure and income activity as at the end of May 2023 and future projections.

The Executive Member for Resources and Finance reported that the current budget monitoring forecasted an overspend of £8.732m, with considerable risks to the position relating to the impact of rising demand and increasing costs.

The main pressures were being felt in the social care budgets reflecting the national pressures in the health and social care sector and trends being experienced across local authorities. There was a £5.2m overspend in Adult Social care which was largely in the provision of long term care arrangements. Demand was above the 2023/24 budget assumptions, notably for older people residential and nursing care and homecare and on supported accommodation for people with learning disabilities and physical disabilities. The forecast £2.7m overspend in Children's Services was largely due to an increase in external residential placement costs. The directorate had a mitigation plan in place which had reduced the forecast overspend from £5.1m to £2.7m by the end of this financial year. Further in year mitigations were also being explored. The main variations in the other service departments totalled £0.8m.

It was reported that £25.2m of savings were agreed as part of the budget process. Of these £15.1m (60%) were on track for delivery, £1.8m (7%) were risk rated medium, and £8.3m (33%) rated high risk in terms of the likelihood of delivery. Officers were working to identify alternative savings where original plans may not be achieved or delayed.

The following budget virements were presented for approval:-

- Pension Saving – a saving of £2.950m from reduced pension costs;

- Transfer of Workplace Adjustment Hub budgets from HROD to Audit, Risk and Resilience – £250k;
- Transfer of £0.580m budget relating to Zero Carbon from Policy and Partnerships allocated to the posts that were delivering the Climate Change Action Plan (CCAP) priorities as follows:-
 - HROD - £218k
 - Housing and Residential Growth - £131k
 - Procurement and Commissioning - £124k
 - City Centre Regeneration - £107k.
- The application of £3.5m to support residents through the cost-of-living crisis to the following services where Cost of Living Measures will be implemented:-
 - Revenue and Benefits £1.3m - to increase existing support to residents through Welfare Provision and Discretionary Housing payments.
 - Neighbourhood Teams £1.0m - Food response service.
 - Core - Policy and Partnerships £0.6m - support to voluntary and community groups.
 - Public Health £250k - Community Health Equity for Manchester support to community groups.
 - Homelessness £250k - additional advice offer to support residents.
 - Libraries, Galleries and Culture £45k - to support digital inclusion.
 - Core - Communications £40k - communications and engagement to residents.
- Transfer of the Community Development Team 'Buzz' Budgets from Public Health to Neighbourhoods - £0.817m;
- Transfer of Equality, Diversion and Inclusion to Public Health - £304k; and
- Transfer of budgets between Capital Financing budgets and Service Budgets to simplify accounting arrangements.

Since the 2023/24 budget was approved there have been additional grant notifications which were now reflected in the revised budget as follows:-

- S31 Grant Family Hubs and Start for Life programme 2023-24 - £2.2m
- Additional Early Years funding (within DSG) of £204 million in 2023-24 and £288 million in 2024-25;
- Homelessness Prevention Grant Top-up 2023/24 - £0.969m;
- Council Tax Energy Rebate scheme administration - £317k;
- New Burden's funding – Elections - £159k;
- UK shared prosperity fund – communities and place theme £0.648m in 2023/24 and £175k in 2024/25

Notification had also been received that the Local Authority Housing Fund would be expanded by £250 million for a second round of funding (LAHF R2), with the majority of the additional funding used to house those on Afghan resettlement schemes (ARAP/ACRS) currently in bridging accommodation and the rest used to ease wider homelessness pressures. Indicative funding of £1.120m had been allocated to Manchester as part of the Local Authority Housing Fund (Round 2) to purchase an additional 10 properties, this would require capital match funding of £1.380m which would be funded through HRA capital receipts.

The Executive Member for Finance and Resources reported that when the budget was set in February 2023 a total of £14.3m was identified for price and electricity inflation. £2.2m was allocated to Children's for internal placements, £0.5m to Education Home to School Transport and £2.7m to Adults as a contribution to market sustainability. This left £8.8m available for inflation pressures which were to be quantified in year. This was held corporately and allocated in year once the costs are known and the business cases made.

The report also set out inflationary budget requests from Children's services totalling £2.442m for approval. If this request was approved this would leave £6.4m in the corporate price and utilities inflation budget.

Allowance for a 6% pay increase had been allowed for in the budget, costing an estimated £15.6m. In February the National Employers offered a £1,925 pay increase from 1 April 2023 and 3.88% for those above the top of the pay spine. The estimated budget requirement to fund this offer for Council staff was £15.5m for 2023/24, and therefore within the available budget. However, should any pay award above this level be agreed, this would exceed the current provision in the budget.

It was reported that a request for use of Collection Initiatives Reserve, totalling £311k in 2023/24 and £198k in 2024/25 had been reported in the Medium-Term Financial Strategy on 15 February 2023 and was being reported again as costs and plans had now been confirmed. The reserve would be applied over two years for the implementation and supporting costs of GovTech software which would deliver efficiencies through streamlining and automating back-office processes on the council tax and housing benefits/council tax support system.

The Executive was reminded that any overspend this year would be a direct call on the General Fund reserve which would need to be reimbursed in future years, therefore it was important mitigations were identified to bring forecast spend back in line with the available budget.

Councillor Leech raised concern around the £8.3m of savings previously identified as being classified as high risk and queried how realistic it would be for these to be achieved. He also asked that based on the project overspend, what proportion of the general fund reserve would this take up. He also expressed concern about the potential compound impact to future years budgets if the savings could not be achieved this year.

The Deputy Chief Executive and City Treasurer advised that the savings needed across social care were being subjected to higher than expected demand and cost pressures which could result in the ability to make a cost saving this year difficult. The issues in Childrens Services were similar, and as a result were counteracting all the saving initiatives that were being out in place. Looking at the MTFP for 2024/25, reassessing these pressures would be a key part of this week. In relation to if there was still a budget overspend at the end of the financial year, the Deputy Chief Executive and City Treasurer advised that if this was to be met by the General Fund reserve, it would result in the balance of the reserve being below the recommended minimum for a Council the size of Manchester.

Decisions

The Executive:-

- (1) Note the global revenue monitoring report and forecast outturn position which is showing a £8.732m overspend.
- (2) Approve budget virements to be reflected in the budget as set out in paragraph 2.7 of the report.
- (3) Approve the use of additional revenue grant funding budget as set out in paragraph 2.8 of the report.
- (4) Approve the use of additional capital grant and match-funding by capital receipts as set out in paragraph 2.9 of the report.
- (5) Approve the use of budgets to be allocated, budget as set out in paragraph 2.10 to 2.13 of the report.
- (6) Approve the use of reserves budget as set out in paragraph 2.14 of the report.

Exe/23/68 The Regeneration of Collyhurst - Update

The Executive considered a report of the Strategic Director (Growth and Development), which provided an update on activity undertaken since the previous report to Executive in March 2023 and set out proposals and recommendations for approval in relation to a strategy to secure an Affordable Housing Delivery Partner, who would play a critical role in ensuring that any redevelopment plans brought forward for consideration contained the right mix of housing tenures to meet the needs of existing and future residents.

The Executive Member for Housing and Development reported that Phase 1 - construction of 244 new homes in Collyhurst Village, of which 100 homes would be new City Council social rent properties with the balance being for open market sale, was now underway and was anticipated completed by April 2026 with the first 10 new Council homes completed in 2024/25, and the remainder completed in 2025/26. As agreed previously at Executive, residents whose homes would be demolished as part of the Phase 1 scheme were being supported to move into the new development. Work was underway with the tenants affected, to allocate them specific homes in the new development, clarify timescales for their moves and commence discussions about practicalities.

The March 2023 Executive report advised that a masterplan team had been selected to prepare a detailed masterplan for the Collyhurst Village and South Collyhurst neighbourhoods. Since the last update, the team had been undertaking baseline technical surveys to inform masterplan development and a community engagement strategy has been developed in liaison with local ward members. As part of the Masterplan development, a phasing strategy would be developed to inform and enable more detailed engagement with residents in the future around commitments that could be made. These would ultimately be agreed between the Affordable

Housing delivery partner but could be explored in advance through masterplan option testing.

Based on the work undertaken to date, and through market engagement undertaken, it was proposed to commence an MCC/FEC competitive process to identify an appropriate Affordable Housing Delivery Partner. MCC and FEC were in the process of designing a proposed competitive process to identify an appropriate Affordable Housing Delivery Partner and both parties were agreed in principle that based on potential scope of responsibilities a regulated procurement process would be required. It was considered likely that the partner identification process would have to launch during late Summer 2023, to conclude in Spring 2024.

It was also reported that Homes England had announced on 27 June that grant funding made available via the Government's Affordable Housing Programme (AHP) 2021-26 could be used to fund replacement homes, alongside new affordable homes, as part of wider estate regeneration proposals. This was a welcome shift in Government policy and was something that the Council had been lobbying for over a number of years.

Councillor Karney (Ward Councillor Harpurhey) addressed the Executive. He welcomed the developments taking place in Collyhurst and the proposal that 100 homes would be new City Council social rent properties. He condemned previous government's policies for failing to build affordable homes for those most in need and welcomed the Council's commitment to address this.

Councillor Leech queried what the range of different affordable housing products would be and whether the proposed 20% of affordable housing would actually be achieved and whether these would actually be at the Manchester Living Rent levels.

The Executive Member for Housing and Development advised that as part of Phase 1 of the redevelopment, 130 out of 274 (nearly 50%) were for social rent and that this demonstrated the Council's ambition to delivering affordable housing. He also added that there was also a need for other forms of affordable housing such as shared ownership and rent to buy as ways of getting onto the housing ladder

Councillor Johnson queried how realistic it would be to find appropriate accommodation in the Collyhurst area for those residents who would require rehousing whilst the redevelopment of the area was taking place.

The Executive Member for Housing and Development advised the Council had a commitment to a one move strategy for residents that would be affected which would be outlined in more detail in the Masterplan.

Decisions

The Executive:-

- (1) Note the ongoing work to develop a delivery strategy for future phases of development in Collyhurst.

- (2) Delegate authority to the Strategic Director (Growth and Development) and Deputy Chief Executive and City Treasurer in consultation with the Leader and the Executive Member for Housing and Development to approve the undertaking and finalisation of a formal, competitive procurement process to identify an Affordable Housing Delivery Partner to support the Collyhurst Regeneration Programme.
- (3) Note that any such process will be subject to consultation with Local Ward Members in advance of implementation.

Exe/23/69 HS2 Phase 2b Western Leg (Crewe-Manchester) Hybrid Bill - Deposit of a second Additional Provision (AP2) Petitioning

The Executive considered a report of the Strategic Director (Growth and Development), which informed Members about the current progress of the High Speed (Crewe – Manchester) Bill (known as ‘HS2 Phase 2b’) in Parliament, and a second ‘Additional Provision’ (AP2) to the Bill. It outlined the key issues within AP2, and the Council’s proposed response to it by means of a petition, together with a consultation response to the Supplementary Environmental Statement (SES).

One of the key issues included within the Council’s petitions was that the proposal within the Bill for a 6 platform surface, turn-back high speed station at Manchester Piccadilly was inadequate for reasons of reliability, capacity, resilience and future proofing, as well as negatively impacting the ability to deliver regeneration both around Piccadilly and out towards East Manchester. The petition requested that this proposal be re-considered in favour of an underground, through station option, which would better serve both HS2 and future Northern Powerhouse Rail (NPR) services, and bring maximum benefit to both the city and the wider North.

The Department for Transport had submitted a second Additional Provision to the Bill (‘AP2’) on 3 July 2023 detailing further changes to the proposals currently in the Bill. This was accompanied by a Supplementary Environmental Statement (SES), which set out the environmental impacts of, and mitigation measures planned for, the proposed changes. As with the main Bill, parties who were directly and specifically impacted by the AP2 proposals were invited to submit petitions by 15 August 2023, and a consultation on the SES was being undertaken, with a closing date of 31 August 2023.

As with the main Bill petition, the Council was continuing to work closely with GM Partners in preparing their respective petitions. The Council’s petition would be in alignment and consistent with those of other GM partners, whilst emphasising and highlighting issues of particular concern for the city. It was also noted that this petition would cover the changes proposed by AP2 and not seek to repeat the concerns included within the original petition which still stood, except where AP2 impacted those issues. A copy of the full petition would be provided to Members at the time the submission is made.

It was reported that the Council would complete the petition on AP2 and submit it to the House of Commons by the deadline of 15 August 2023. The Council would also complete the response to the SES in time for the deadline of 31 August 2023.

Following submission, the Council would prepare to appear before the Select Committee to make the case for both the outstanding points within its original petition, and the contents of the AP2 petition. It was expected that HS2 Ltd would look to negotiate with the Council leading up to, and throughout, the Select Committee appearances. The Council would seek satisfactory agreements, undertakings and assurances with them to remedy concerns and issues regarding the proposed scheme. Where issues were satisfactorily resolved during negotiation, it may be possible to withdraw these petition points before appearing at Select Committee, in line with the delegated approval granted by Council.

Councillor Hilal (Ward Councillor Didsbury West) addressed the Executive and raised concerns around the proposed site in the Hollies, which was close to properties on Mersey Road and Mersey Meadows. She stated that the construction of the vent shaft would have a considerable impact on these residents which HS2 had admitted to in their AP2 document. She also raised concern in relation to the proposed use of the Islamic Girls School car park as a car park and access route by HS2 which would result in the demolition of the former Sure Start centre and it was doubtful the school would be able to function once its site was being used as a car park for construction vehicles.

Councillor Kilpatrick (Ward Councillor Didsbury West) addressed the Executive and also raised concerns in relation to the proposed vent shaft at the Hollies. Specifically in relation to the proposed access to the vent shaft at Barlow Moor road and the adverse impact this would have on adjacent communities, including the impact on the wider road network and existing or planned facilities. He expressed strong reservations in relation to the proposed impact on the Islamic Girls School and he also raised concerns in relation to residents safety, as the location was still within the flood plain.

Councillor Johnson raised the issue of how HS2 was undertaking consultation with local residents and the use of technical documentation which was difficult for non-specialists to understand and queried whether the Council could assist residents in understanding the documentation being sent.

Councillor Leech raised serious concerns in relation to the proposal to circulate the full AP2 petition to Members at the same time as its submission to the House of Commons as he felt the Council had ignored the views of local ward Councillors in relation to what needed to be included and sought Executive to amend this proposal to enable discussions with local Ward Councillors as to what should be included in the petition response based on the concerns raised at this meeting or that the Executive included a further recommendation that clearly stated the Council opposed the proposed location of the ventilation shaft at the Hollies within the petition response.

Decisions

The Executive:-

- (1) Note the current progress of the High Speed (Crewe - Manchester) hybrid Bill ("the Bill"), as introduced into the 24 January 2022 session of Parliament, as detailed in the report.
- (2) Note the contents of AP2 to the Bill including the supporting SES and the proposed contents of the City Council's petition against aspects of AP2, and the proposed contents of the City Council's petition against aspects of AP2 and the SES consultation response set out in the report.
- (3) Note the delegated authority approved by Council on 4 March 2022 to the Strategic Director (Growth & Development), in consultation with the Leader and City Solicitor, to take all the steps required for the Council to submit any petition and thereafter to maintain and if considered appropriate authorise the withdrawal of any petition points that have been resolved in respect of the Bill, and to negotiate and/or seek assurances/ undertaking/agreements in relation to aspects of the Bill.
- (4) Note that the petition against AP2 is within the scope of the above delegated authority approved by Council on 4 March 2022.
- (5) Note that the full AP2 petition will be circulated to Members at the same time as its submission to the House of Commons by the deadline of 15 August 2023.
- (6) Note that the AP2 consultation response on the SES will be circulated to Members at the same time as its submission to Government by the deadline of 31 August 2023.

(Councillor Chambers declared a personal interest in this item due to her employment with Transport for Greater Manchester)

Exe/23/70 Our Town Hall Project - Progress Update

The Executive considered a report of the Deputy Chief Executive and City Treasurer, which provided an update on the progress of the refurbishment and partial restoration of the Town Hall and Albert Square under the Our Town Hall (OTH) project.

The Deputy Leader (Statutory) reported that excellent progress continued to be made with Social Value, with 57% of the project spend within Manchester (baseline target 40%) and 47% of the workforce being Manchester residents (baseline target 30%) and a social value ROI of £14.6m. Work to develop the detail of how the building would run was picking up pace, including revenue planning and operational strategies and the project was 60% through the existing programme for the construction works, and the quality of the works continued to exceed expectations.

The contract date for completion of the construction works remained 25 June 2024. However, as a result of the ongoing challenges to the programme, the completion date would need to be updated to realistically reflect the latest position. In the meantime, it was now clear that the delays caused by Covid-19 and discovery would be significant and without any mitigation could add two years of delay.

The project had faced an extremely challenging 18-month period with intense pressures on cost and programme. These challenges included significant disruptions from 'uncontrollable' elements such as nesting falcons, Covid-19, extraordinary levels of inflation and unprecedented pressure on the supply chain. The biggest risk to the budget was now the cost of delay. For every month of delay, the project incurred additional costs of circa £1m to £1.5m, depending on the point in the programme at which the delay occurred. At the same time, the hyper-inflation experienced by the project in the post-pandemic period had been significant and remained a risk to all packages yet to be procured, and to those packages that were subject to changes arising from discovery.

It was therefore difficult to give any degree of confidence on the final cost and programme dates until these higher risk works were completed. Given the risks outlined in the report, it was proposed to split a request for additional funding into two parts. Part one would be a request for an additional £29m funding sufficient to cover all financial commitments to the end of 2023.. Without this funding there was a risk that completion would be significantly delayed and post December the biggest remaining cost pressure on the project was linked to programme delay. The position would be much clearer in January 2024, and it was therefore proposed to review the position on target dates for completion and cost and further budget approvals would be sought at that stage.

Councillor Leech sought clarification as to how much likely extra funding would be needed after December 2023 in order for the project to complete as he felt there needed to be clarity as what the total cost was required to complete. He also sought clarification on who was responsible for paying any penalty costs for delays in the project

Decision

The Executive recommend to Council approval of a capital budget increase of £29m for the project, funded by borrowing, to maintain progress with the construction works until the end of December 2023.

Exe/23/71 Factory International at Aviva Studios (Part A)

The Executive considered a report of the Deputy Chief Executive and City Treasurer and the Strategic Director (Growth and Development), which provided update on the delivery of Aviva Studios including progress with the construction programme; the evolution of Factory International,; the success of the recent MIF23 festival and the conclusion of the naming rights agreement with Aviva for Aviva Studios.

The Deputy Leader (Statutory) advised that Factory International had attracted significant government investment of £106.7m, alongside £9m per annum of Arts Council England revenue funding to ensure the success of the facility. It was noted that the original budget was set in 2015, based on benchmark costs, to secure the government funding package. This was prior to any detailed site investigations or design work and proved to be inadequate to fund a project of this size, scale and complexity. Leaving aside the complexities of the project, adjusting for inflation alone

during this period using ONS construction indices would have increased the budget by c. £40m.

As of July 2023, the building had been sufficiently completed with static completion achieved for operation of MIF23. The remaining snagging and commissioning works were scheduled to be completed by 7 September, therefore, whilst the physical building had been completed in time for MIF23, the overall timescales were later than planned and there had been a number of factors which had contributed to the delay, which had resulted in the requirement of additional £8.7m to cover the cashflow requirements to static completion for construction and client-side fees and support to cover the additional costs experienced by Factory International.

This additional funding would be funded from £620k increased grant from ACE, £7.3m on an invest to save basis to be funded from naming rights income and £782k to reverse the temporary virement for public realm costs.

In addition, there was a capital budget increase request of £1.1m to be funded from capital receipts, to meet the costs of completing the public realm.

It was reported that a long-term partnership had been announced between Aviva, Manchester City Council and Factory International which included landmark support for Manchester's iconic new arts and culture venue to be named Aviva Studios. The multi-million-pound investment by Aviva would support the completion and help make the delivery of the world-class building possible.

Councillor Leech expressed concern over the repeated increases in the budget required to complete the project and specifically questioned why the original budget, set in 2015 based on benchmark costs, was agreed prior to any detailed site investigations or design work and proved to be inadequate to fund a project of this size, scale and complexity. He also asked how confident was the Council in not being required to have to provide additional funding in future years for MIF to take place at Aviva Studios and whether the Council's contribution to the Sinking Fund would be revenue or capital spend.

The Deputy Chief Executive and City Treasurer advised that the contribution to the Sinking Fund would come from the Asset Management Plan and part of the capital budget and the repairing responsibilities would be split between the Council and the tenant. It was not expected to meet additional costs for future MIF.

Decisions

The Executive:-

- (1) Note progress with the delivery of Aviva Studios, home to Factory International, the wider economic, cultural and social benefits to Manchester and the significant programme of social value commitments.
- (2) Approve a capital budget increase for Aviva Studios of £8.7m to be funded from:
 - £620k increased grant from ACE
 - £7.3m on an invest to save basis to be funded from naming rights income

- £782k to reverse the temporary virement for public realm costs
- (3) Note the capital budget increase of £8.7m will be used to fund the cashflow requirements to static completion for construction and client-side fees and £600k support to cover the additional costs experienced by Factory International.
 - (4) Approve a capital budget increase of £1.1m to be funded from capital receipts, to meet the final costs of the public realm.
 - (5) Note the progress made by Factory International to prepare the organisation to operate Aviva Studios including recruitment, business planning, the sponsorship programme, artistic and cultural programme development and social value benefits, in the lead up to and successful delivery of MIF23, and the formal opening in the autumn.
 - (6) Note the naming rights agreement with Aviva for Aviva Studios
 - (7) Note progress in the development of employment, training and education opportunities and creative engagement programmes as part of Factory International's skills and learning development programme.

Exe/23/72 Exclusion of Press and Public

Decision

The Executive agrees to exclude the public during consideration of the following item which involved consideration of exempt information relating to the financial or business affairs of particular persons and public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Exe/23/73 Factory International at Aviva Studios (Part B)

The Executive considered a report of the Deputy Chief Executive and City Treasurer and the Strategic Director (Growth and Development), which provided an update on the fundraising for the construction project and the conclusion of the naming rights agreement with Aviva for Aviva Studios.

Decisions

The Executive:-

- (1) Note the terms of the naming rights agreements with Aviva for Aviva Studios.
- (2) Endorse the proposed 50 /50 allocation of all net building related sponsorship and naming rights income (after costs and fulfilment) with Factory International for the 30-year life of the lease.

- (3) Note the long-term relationship with Factory International and the ability to recover a significant proportion of the borrowing costs from naming rights income and other building-related sponsorships.

**Manchester City Council
Report for Information**

Report to: Executive – 13 September 2023

Subject: Our Manchester Progress Update

Report of: The Chief Executive

Summary

The report provides an update on key areas of progress against the Our Manchester Strategy – Forward to 2025 which resets Manchester’s priorities for the next five years to ensure we can still achieve the city’s ambition set out in the Our Manchester Strategy 2016 – 2025

Recommendations

The Executive is requested to note the update provided in the report.

Wards Affected - All

Environmental Impact Assessment - the impact of the decisions proposed in this report on achieving the zero-carbon target for the city

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The work to reset the Our Manchester Strategy considered all five of the Strategy’s existing themes to ensure the city achieves its aims. The themes are retained within the final reset Strategy, Forward to 2025.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	

A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

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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.

Executive Report – 17th February 2021 - Our Manchester Strategy – Forward to 2025

1.0 Introduction

- 1.1 This is the latest in an ongoing series of reports highlighting examples of areas where strong progress is being made against key strategic themes identified in the Our Manchester Strategy.

2.0 Cycling

- 2.1 Manchester City Council has formally submitted a bid to make Manchester the European Capital of Cycling for 2024.
- 2.2 The city welcomed a delegation from ACES Europe, who will decide the winning bid, on the same weekend as the National Cycling Centre reopened (on Saturday 3 September) following extensive refurbishment and the Greater Manchester stage of the Tour of Britain race finished on Deansgate (on Saturday 4 September).
- 2.3 It is hoped that being named the European Capital of Cycling for 2024 would not only recognise the work which has been done to promote cycling in the city but also help leverage further funding and other improvements and encourage even more Mancunians to get in the saddle.
- 2.4 Earlier this year, the Council made a significant statement on how important cycling would be in the future of the city. By the end of 2028 it is hoped that the mode share for cycling in the city will be doubled and it will become one of the default choices for people making short journeys. More than 13km of cycleways have been constructed, with additional routes in locations such as Ancoats and Deansgate also in the pipeline.
- 2.5 The National Cycling Centre's Velodrome re-opened on Saturday 3 September following £27m investment in improvements from the Council, Sport England and Government. As well as improving its facilities, it is now the UK's first all-electric Velodrome. Through the use of air source heat pumps, a heat recovery system and solar panels it is expected to reduce carbon emissions by 517 tonnes per annum.

Relates to Our Manchester Strategy themes:

- Connected City
- Thriving and Sustainable City
- Liveable and Zero Carbon City
- Progressive and Equitable City

3.0 Electric Vehicle Charging

- 3.1 The Environment, Climate Change and Neighbourhoods Scrutiny Committee received an update on plans to create hundreds of new public electric vehicle charging points across Manchester when it met on 7 September.

- 3.2 The Council is preparing to begin a search for a charge point operator to supply, install and manage up to 200 connectors over a two-year period.
- 3.3 It aims to use Council-owned car parks plus those at parks, leisure centres, libraries and other facilities to spark a significant increase in charging point provision. Where no suitable sites exist, consideration is also being given to using small parcels of underused council-owned land to ensure the availability of charging points across the city.
- 3.4 £3.3m secured by the Council - £1.1m allocated by Greater Manchester Combined Authority as part of the City Regional Transport Strategy and an anticipated £2.2m from the Government's Local Electric Vehicle Infrastructure Fund – will go towards installation costs with the operator meeting the remainder.
- 3.5 The scheme is being brought forward as part of Manchester's Electric Vehicle Charging Strategy, which co-ordinates with the wider Greater Manchester strategy.
- 3.6 A list of more than 40 potential locations for public electric vehicle charging points is currently being reviewed. It is anticipated that procurement for a charge point operator for the Council-led scheme will begin later this year.
- 3.7 As of April this year, Manchester had 155 electric vehicle commercially-operated charging points (with around 300 connectors.) But this number will need to significantly increase - by 2038 the number of electric vehicles in Manchester is estimated to increase to 140,000, representing 75% of all vehicles. A national ban on the sale of petrol and diesel vehicles is due to come into force in 2030.

Relates to Our Manchester Strategy themes:

- Liveable and Zero Carbon City
- Connected City
- Progressive and Equitable City

4.0 Digital inclusion

- 4.1 Manchester has been named as the most digitally inclusive city in the UK in a national survey.
- 4.2 Analysis of the number of databanks, digital inclusion hubs and digital skills workshops on offer nationally put the city out ahead in the survey carried out by Uswitch mobiles. It found that Manchester boasted 11 digital inclusion hubs per 100,000 people.
- 4.3 The findings reflect work which has taken place to combat issues such as digital exclusion, generational poverty and health inequality.

- 4.4 Since 2020 the Council has had a dedicated digital inclusion team based within its Libraries Service. The Let's Get Digital campaign has, to date, supported more than 6,000 Manchester residents to get laptops, access cheap broadband and generally enhance their digital skills.
- 4.5 More recently, all Manchester libraries have become databank centres where people struggling to pay for mobile data are able to request a donated SIM card. So far more than 1,000 people have benefitted from these donated SIMs.
- 4.6 The team is also set up to act as a consultancy for any organisation which wants to embed digital inclusion into their service and be set up as a digital inclusion hub. At the moment, the team is working with more than 50 organisations in this capacity, with groups such as Age UK Manchester, the Booth Centre and Rainbow Surprise.
- 4.7 Manchester City Council has recently worked with JCDcaux to roll out free and safe public Wi-Fi across 22 city centre smart screens. Over 26,000 users have accessed the service to date since its launch in May, with a 27% increase in users between June and July.

Relates to Our Manchester Strategy themes:

- Connected City
- Progressive and Equitable City
- Highly Skilled City

5.0 Former Chorlton Leisure Centre

- 5.1 An application to completely re-develop the former Chorlton Leisure site as an affordable later living housing scheme was approved by the Planning Committee on 31 August 2023.
- 5.2 The scheme has been brought forward as part of a partnership between Manchester-based MSV Housing Group and Manchester City Council and will bring the vacant site back into use.
- 5.3 The new development will provide 50 apartments (a mix of one bed and two bed) for the over 55s. Seven of the apartments will be for sale by shared ownership, three will be neighbourhood apartments providing step up accommodation, with the remaining 40 capped at the Manchester Living Rent (i.e. priced at or below the local housing allowance level).
- 5.4 Lettings will be prioritized to over 55s with a housing priority need, including those wishing to right-size and free up a social rented family home in the local area for families on the housing waiting list.
- 5.5 Working closely with the Manchester-based award-winning architects, Buttress, the development will be built to the HAPPI (Housing Our Ageing Population Panel) principles which include:

- Space and flexibility and a focus on health and wellbeing so that occupants' changing requirements will be met over time
 - The inclusion of large balconies, increased light levels, and shared social spaces
 - High quality fixtures and fittings
 - Design incorporating strong elements of the natural environment
 - A strong emphasis on decarbonisation and sustainability
- 5.6 The apartments and development overall will have the flexibility to adapt over time to meet the changing needs of the occupants, meaning residents can move from their existing family home and right-size to a new more suitable home which provides everything they need for years to come.
- 5.7 In addition to well thought out communal spaces and hubs within the development, there will also be opportunities to bring in other external features, for example health services, wellbeing spaces and opportunities for community interaction and involvement.
- 5.8 The development is expected to be completed in summer 2025 and will see an investment of over £12m.

Relates to Our Manchester Strategy themes:

- Progressive and Equitable City
- Liveable and Zero Carbon City
- Thriving and Sustainable City

6.0 Silk Street

- 6.1 The first residents have moved into a development of low carbon homes for social rent in Newton Heath.
- 6.2 As the first 11 homes were handed over to the council by builders Rowlinson following their completion at the end of July, they were allocated to local people on the Council's social housing register Manchester Move.
- 6.3 Altogether the 69-home development on a former brownfield site consists of 36 one-bedroom apartments, 12 two-bedroom apartments, 17 three-bedroom houses and four four-bedroom houses.
- 6.4 The houses are being completed imminently and the apartments will be handed over to the Council this autumn.
- 6.5 Some 16 of these homes will be available to people over the age of 55 who are right-sizing from other properties in Newton Heath and North Manchester, freeing up larger properties for social rent.

- 6.6 All of the houses in the development have solar panels fitted, new kitchens, generous gardens and private driveways with electric charging points, and will be heated through ground source heat pumps.
- 6.7 Each of the apartments will have a balcony and living walls will provide a green aesthetic to the development, along with shared outdoor green space, living green roofs and will be completed to low carbon standards.
- 6.8 This will also include the use of Ground Source Heat Pumps and mechanical ventilation with heat recovery to keep utility costs down for residents.
- 6.9 To date 12 apprentices, including three from the Newton Health area, have gained vital experience on the development. Site visits from local schools to see the building operation first hand have taken place throughout the construction process, with a work experience student from Wright Robinson College also being welcomed.

Relates to Our Manchester Strategy themes:

- Progressive and Equitable City
- Liveable and Zero Carbon City
- Thriving and Sustainable City

7.0 Manchester Adult Education Service

- 7.1 Government inspectors have praised Manchester's Adult Education Service (MAES) for its inclusive and ambitious curriculum, high quality education and training and passionate leaders.
- 7.2 Ofsted inspectors graded every aspect of the service Good - from its overall effectiveness, quality of education, and adult learning programmes, through to provision for learners with high needs, and its leadership and management.
- 7.3 The service - which has more than 3,000 learners studying at centres throughout the city, with most learners studying courses in English for speakers of other languages (ESOL), digital skills, English, maths, early years, and health and social care - was inspected over three days back in June.
- 7.4 Inspectors highlighted the respectful and inclusive environment in which learners study that gives them a sense of belonging, and enthusiastic tutors who are supportive and encouraging, with the result that learners are happy at MAES and proud of their achievements.
- 7.5 The report praises leaders, managers and governors who it says are passionate about their provision and promote a culture of compassion and care through an inclusive and ambitious curriculum that is adapted to meet the strategic skills priorities of Manchester and the wider city region.

- 7.6 Inspectors found that most learners make good progress and benefit from high-quality education and training that is informative and varied, delivered by tutors who are well qualified and hold relevant professional qualifications.
- 7.7 The range of opportunities on offer through MAES for learners to help them develop their personal and social skills was also identified as a positive by inspectors - including speaking clubs for learners on ESOL courses, and enrichment activities including a community football programme and charity work with a local food bank for learners with high needs.
- 7.8 Inspectors further praised the support provided to learners to find future employment through a comprehensive careers strategy across MAES provision, with a large majority of learners progressing on to employment or further learning after finishing their courses.

Relates to Our Manchester Strategy themes:

- Progressive and Equitable City

8.0 Abraham Moss Library and Leisure Centre

- 8.1 Abraham Moss Library and Leisure Centre reopened last month following a multi-million pound refurbishment.
- 8.2 A significant revamp has transformed the building into a bustling hub where residents can access state of the art services .
- 8.3 Abraham Moss Leisure Centre now boasts a six-lane swimming pool, learner pool, steam room and sauna, two squash courts, health and fitness suites, (including gyms and studios), sports hall and changing facilities. The Centre will also offer indoor cricket facilities and become the very first Indoor Urban Cricket Centre in the city.
- 8.4 Abraham Moss Library offers a welcoming space for the community complete with free high quality Wi-Fi, new books, self-issue facilities and a diverse range of events. The new library is open seven days a week.
- 8.5 The refurbishment of Abraham Moss Library and Leisure Centre is part of the Council's ongoing sport and leisure investment strategy. Leisure facilities and libraries across the city are being modernised so they can be better equipped to suit the needs of residents.

Relates to Our Manchester Strategy themes:

- Thriving and Sustainable City
- Progressive and Equitable City

9.0 Making Manchester Fairer: Employment

- 9.1 The Economy and Regeneration Committee received an update report on Thursday 5 September about the progress which is being made on key themes in the Making Manchester Fairer Action Plan, including cutting unemployment and creating good jobs.
- 9.2 Making Manchester Fairer: Tackling Health Inequalities in Manchester 2022-27 describes the actions which the city as a whole will take to reduce inequalities, with a focus on the social determinants of health.
- 9.3 While it is recognised that it is an ambitious plan which will take time to embed and develop, progress is already being made on a number of fronts.
- 9.4 Since the adoption of Making Manchester Fairer and the Anti-Poverty Strategy (which was adopted by Executive in January 2023), offices have been working to integrate and align the two programmes of work.
- 9.5 Initiatives underway on the work and employment theme include:
- 9.6 Manchester Real Living Wage and Good Employment Charter – with employers committing to paying the Real Living Wage, which is in excess of the national living wage, and encouraging others to do so. Manchester became accredited as a Living Wage City in October 2022 and has committed to a three-year plan with ambitious targets.
- 9.7 Individualised Placement Support in Primary Care – The DWP-commissioned Working Well: Individualised Placement Support in Primary Care programme, which begins taking referrals this month, will support those with physical and/or mental disabilities into employment. The programme, to be delivered across Manchester by the Growth Company, will run through to March 2025 engaging with 324 Manchester residents.
- 9.8 Ambition Manchester In-Work Progression – The Council’s Work and Skills Team has commissioned Manchester Adult Education Service (MAES) to help people with low-incomes to progress within their current workplaces or acquire the skills to move into higher-paid roles elsewhere. The service started in July 2023 and will run for two years, engaging a minimum of 300 people. It will focus on areas with higher numbers of households on low incomes who are struggling with the cost of living.
- 9.9 Manchester’s Over 50s Employment Support Group – this collaborative team, which includes the Council’s Work and Skills Team, continues to develop a range of initiatives tailored to the needs of older jobseekers.
- 9.10 Recruitment – The Council’s Work and Skills Team is working with employers across Manchester to support their recruitment needs and help connect Manchester residents with the opportunities available. In the past 12 months three major recruitment fairs have been held in the performance space in Central Library and several sector-specific fairs have also been organised.

- 9.11 The Employment and Wellbeing Kickstarter focuses on integrating employment, health and wellbeing services for people who are out of work, or at risk of being out of work, due to physical or mental ill health. A new model is being developed to take into account UK Shared Prosperity Fund provision for adults with complex needs and the reorganisation of the NHS. This new model will ensure the Kickstarter supports the Making Manchester Fairer themes.
- 9.12 The report to scrutiny also detailed the work which is going on to lift low-income households out of poverty and debt, and to improve housing and create safe, warm and affordable homes.

Relates to Our Manchester Strategy themes:

- Progressive and Equitable City
- Highly Skilled City
- Thriving and Sustainable City

10.0 Contributing to a Zero-Carbon City

- 10.1 Achieving Manchester's zero carbon target has been reflected throughout the work on the Our Manchester Strategy reset, with sustainability being a key horizontal theme throughout. Forward to 2025 restates Manchester's commitment to achieving our zero carbon ambition by 2038 at the latest.

11.0 Contributing to the Our Manchester Strategy

- 11.1 The reset of the Our Manchester Strategy will ensure that the city achieves its vision. The five themes have been retained in the reset Strategy, with the new priorities streamlined under the themes.

12.0 Key Policies and Considerations

- 12.1 There are no particular equal opportunities issues, risk management issues, or legal issues that arise from the recommendations in this report.

13.0 Recommendations

- 13.1 The Executive is requested to note the update provided in the report.

Manchester City Council Report for Resolution

Report to: Executive – 13 September 2023

Subject: Revenue Monitoring to the end of July 2023

Report of: Deputy Chief Executive and City Treasurer

Purpose of the Report

The report outlines the projected outturn position for 2023/24, based on expenditure and income activity as at the end of July 2023 and future projections.

Recommendations

The Executive is requested to:

- (1) Note the global revenue monitoring report and forecast outturn position which is showing a £9.6m overspend.
 - (2) Approve budget virements to be reflected in the budget (para. 2.9).
 - (3) Approve the use of additional revenue grant funding (para. 2.10).
-

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

The budget reflects the fact that the Council has declared a climate emergency by making carbon reduction a key consideration in the Council's planning and budget proposals.

Our Manchester Strategy Outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities.	The effective use of resources underpins the Council's activities in support of its strategic priorities.
A highly skilled city: world class and home grown talent sustaining the city's economic success.	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities.	

A liveable and low carbon city: a destination of choice to live, visit and work.	
A connected city: world class infrastructure and connectivity to drive growth.	

Implications for:

Equal Opportunities Policy – there are no specific Equal Opportunities implications contained within this report.

Risk Management – as detailed in the report.

Legal Considerations – there are no specific legal considerations contained within the report.

Financial Consequences – Revenue

The report identifies a forecast overspend of £9.6m for 2023/24, based on activity to date and projected trends in income and expenditure, government funding confirmed to date and other changes.

This report focuses on 2023/24, however with the scale of funding pressures and future resource constraints, it is important that the Council holds a robust position on reserves and maintains the ability to deal with issues that arise during the financial year.

Financial Consequences – Capital

There are no capital consequences arising specifically from this report

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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.

- Revenue Budget Report – Executive Meeting February 2023
- Revenue monitoring at the end of May 2023 (P2) – Executive meeting 26 July 2023

1.0 Introduction

1.1 This report provides an overview of the Council's revenue budget position for 2023/24 which is forecast at an overspend of £9.6m.

2.0 Financial position 2023/24

2.1 The current budget monitoring forecast is an overspend of £9.6m. There are considerable risks to the position relating to the impact of rising demand and increasing costs. The main pressures are being felt in the social care budgets reflecting the national pressures in the health and social care sector and trends being experienced across most Social Care providing local authorities.

2.2 There is a £3.7m forecast overspend in Adult Social care which is largely in the provision of long term care arrangements. Demand is above the 2023/24 budget assumptions, notably for residential and nursing care for older people, homecare and on supported accommodation for people with learning disabilities and physical disabilities. Whilst strong progress on the approach to reduce demand through 'prevent, reduce and delay' is being made through the Better Outcomes Better Lives (BOBL) initiative, it is unlikely that the additional demand management savings (£5.5m) envisaged from client social care packages will be delivered. The overspend is in part offset by employee underspends across the Directorate due to difficulties in recruitment.

2.3 In July 2023 the Department of Health announced a supplement to the 2023/24 Market Sustainability and Improvement Fund Grant allocation to Manchester of £4.055m. This is now included in the position covering £0.864m specific financial support for the care home market to guarantee nursing beds, £0.5m for social work capacity for winter 2023, £2m for anticipated winter care requirements and the balance reflecting the current pressures in long term care including additional one to one and assessed need top up costs within residential and nursing care.

2.4 A response plan is in development through Manchester Local Care Organisation (MLCO) Finance Performance Steering Group, the outcomes of this to date are as follows:

- A full assessment of the state of the care market has been completed and options to support the care market are being developed;
- New business rules have been developed to provide a framework for use of one to one support in care homes; and
- Funding for a single cover pilot in homecare agreed and the pilot is being progressed at pace.

2.5 The forecast £4.9m overspend in Children's Services is after taking account of £3.9m of mitigations against key pressures. The underlying cost drivers relate to higher placement costs for Looked After Children (LAC) and Care Leavers Supported Accommodation, small increases in External Residential and Care Leaver placements numbers, Remand activity, and Home to School Transport pressures. The biggest pressure relates to external residential placements and increased complexity of need of the current cohort. Placement costs have

increased by 44% in the current financial year. Investment in provision for those children with higher levels of needs is underway as set out in the Children's Services Budget Report. Once this work is complete this should reduce some of the pressures on the external residential care budgets.

- 2.6 The main variations in the other service departments total £0.9m and are made up of overspends of £1.4m in Neighbourhood Services, due to an underachievement of income in Off Street Parking and markets and overspends in Parks, Leisure and Youth, and of £0.4m in the Corporate Core, mainly due to the additional costs of running the May 2023 Elections with the introduction of voter identification requirements. These are offset by underspends of £0.2m in Public Health, arising from vacant posts and maximising external funding; and £0.7m in Growth and Development due to increased rental income in the investment estate and planning fee income.
- 2.7 £25.2m of savings were agreed as part of the budget process. Of these £15.1m (60%) are on track for delivery, £1.5m (7%) are risk rated medium, and £8.5m (33%) rated high risk in terms of the likelihood of delivery. Officers are working to identify alternative savings where original plans may not be achieved or delayed. The red rated savings are in social care.
- 2.8 Full details about the key budget forecasts and variances by Directorate are provided at Appendix 1. The forecast position includes the recommended budget increases for additional funding and the allocation of inflation funding set out below for the consideration and approval of Executive.

Virements

- 2.9 The following budget virements are presented for approval
- The transfer of part year funding for Graduate Management trainees from HROD to directorates totalling £293k, service budgets have contributed as follows:
 - Adult Social Care- £55k
 - Children's- £55k
 - Corporate Core - £55k
 - Growth & Development - £55k
 - Neighbourhoods- £37k
 - Homelessness - £18k
 - Public Health - £18k

Additional Revenue Grants

- 2.10 Since the 2023/24 budget was approved there have been additional grant notifications which are now reflected in the revised budget as follows:
- Adults - Market Sustainability and improvement fund £4.055m– The Government is providing ringfenced funding from 2023-25 to improve and increase adult social care provision, with a particular focus on workforce pay, supporting workforce and capacity in the adult social care sector. This will help to ensure that appropriate short term and intermediate care is available

to reduce avoidable admissions and support discharge of patients from hospital when they are medically fit to leave.

- Corporate Core - Household Support Budget £12.906m. This is a fourth tranche of funding covering the financial year 2023/2024 to support households in the most need and who may not be eligible for any other current government support. HSF should be used to support households who need it most to receive vital support to meet essential household costs; in particular with food, clothing, energy and water bills.
- Libraries - Build a business in GM libraries - £0.601m. The funding is directed at improving support for start-up and newly formed businesses across Greater Manchester. Manchester is the lead authority. Being based in libraries enables engagement with a wide audience who may currently not seek business support from more formal methods.
- City Policy - Innovate UK Net Zero Pathfinder GM £86k 2023/24, £0.516m 24/25, £301k 25/26. The project will deliver additional capacity and expertise across multiple Council services, to further our work on delivery of the MCC Climate Change Action Plan (CCAP) and the Manchester Climate Change Framework.
- Corporate Core - Transparency Code New Burdens £13k. The income will be used to bring in third-party support on the development of new systems, tools and processes, adding capacity to out business-as-usual processes to move this on whilst keeping business-as-usual running.
- Housing - Tenant Satisfaction New Burdens £63k. This help meet our legal obligation in carrying out Tenant Satisfaction Measures and collating data to submit to the Regulator on an annual basis.

Budgets to be allocated - Inflationary funding

- 2.11 When the budget was set in February 2023 a total of £14.3m was identified for price and electricity inflation. £2.2m was allocated to Children's for internal placements, £0.5m to Education Home to School Transport and £2.7m to Adults as a contribution to market sustainability. At period 2 requests from Childrens services totalling £2.4m were agreed, mostly relating to fostering and residential placements.
- 2.12 This leaves £6.4m in the corporate price and utilities inflation budget for inflation pressures. This is held corporately and allocated in year once the costs are known and the business cases made. Additional inflation requests are currently being considered and will be brought back to a future Executive meeting for approval. At this stage it is envisioned the known increased costs can be contained within the available inflationary budgets made available for 2023/24 however this remains a risk.
- 2.13 Allowance for a 6% pay increase was allowed for in the budget costing an estimated £15.6m. In February the National Employers offered a £1,925 pay increase from 1 April 2023 and 3.88% for those above the top of the pay spine. The estimated budget requirement to fund this offer for MCC staff is £15.5m for 2023/24, and therefore within the available budget. Should any pay award above this level be agreed, this will exceed the current provision in the budget. A 1% increase in pay award would costs c£2.6m.

3.0 Conclusion

- 3.1 The current forecast is an overspend of £9.6m which reflects significant pressures in Long Term Adult Social Care and increased external residential costs for Looked After Children. It is very early in the financial year and vigilance is needed given there are significant uncertainties and risks to the position as cost of living and inflationary pressures could increase.
- 3.2 Any overspend this year will be a direct call on the General Fund reserve which would need to be reimbursed in future years. In addition any ongoing impact of the pressures faced this year will need to be addressed in the 2024/25 budget. It is therefore important mitigations are identified to bring forecast spend back in line with the available budget.

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Financial Year 2023/24 Period 4

Executive 13th September 2023

Appendix 1: Revenue Budget Monitoring Report

Executive Summary

- The Council is forecasting to overspend against its Revenue Budget for 2023/24 by £9.6m, an adverse movement of £0.9m since Period 2. The Council continues to face severe inflationary and cost price pressures, particularly in Adults and Children's Services. The Adults overspend is £3.7m, driven by a combination of non delivery of demand management savings in long term care placements and cost pressures, which have in part been mitigated by additional grant funding through the Market Sustainability funding announced in July. Children's are facing £4.9m of pressures due to increased External Residential costs, Home to School Transport demand, workforce and price pressures and overspends in Localities and Fostering workforce budgets. Neighbourhoods are forecasting an overspend of £1.4m in relation to shortfalls of income in markets and car parking as income levels have failed to recover since the pandemic and alternative locations for the Christmas markets have not replaced the losses incurred at Albert Square. Corporate Core is forecast to overspend by £407k predominantly due to the costs of the May elections and additional burdens of voter identification. These pressures are offset by smaller underspends in Growth and Development and Population Health.
- Overspending Directorates are working on recovery plans to mitigate pressures with an aim to reduce the size of the overspend by the end of the financial year.
- Planned total Directorate savings in 2023/24 total £25.2m. Of these £8.5m (34%) are high risk, £1.5m (6%) are medium risk and £15.1m (60%) are low risk in that they are on track to be achieved or mitigated. Work is ongoing to find alternative savings where original plans may not be achieved.

Table 1 – Forecast Outturn against Budget 2023/24

Summary P4	Original Budget	Gross Expenditure Budget	Gross Income Budget	Revised Budget	Outturn	Variance	Movement from last report (P2)
	£000	£000	£000	£000	£000	£000	£000
Total Available Resources	(745,218)	0	(764,793)	(764,793)	(764,677)	116	116
Total Corporate Budgets	123,025	122,993	0	122,993	122,993	0	0
Children's Services	138,234	239,748	(99,736)	140,012	141,892	4,880	2,140
Adult Social Care	211,947	280,880	(65,609)	215,271	218,988	3,717	(1,528)
Public Health	41,955	56,826	(13,435)	43,391	43,220	(171)	99
Neighbourhoods	104,103	181,131	(75,432)	105,699	107,099	1,400	732
Homelessness	31,191	70,318	(39,014)	31,304	31,304	0	0

Growth and Development	(9,733)	41,252	(50,865)	(9,613)	(10,326)	(713)	(562)
Corporate Core	104,496	340,702	(224,966)	115,736	116,143	407	(93)
Total Directorate Budgets	622,193	1,210,857	(569,057)	641,800	651,320	9,520	788
Total Use of Resources	745,218	1,333,850	(569,057)	764,793	773,113	9,520	788
Total forecast over / (under) spend	0	1,333,850	(1,333,850)	0	9,636	9,636	904

Corporate Resources - £116k Underachievement

Resources Available	Gross Expenditure Budget	Gross Income Budget	Net Annual Budget	Projected Outturn	Variance from Budget	Movement from Last Report
	£000	£000	£000	£000	£000	£000
Retained Business Rates	0	(297,929)	(297,929)	(297,929)	0	0
Business Rates Grants	0	(87,597)	(87,597)	(87,597)	0	0
Council Tax	0	(217,968)	(217,968)	(217,968)	0	0
Other Specific Grants	0	(143,538)	(143,538)	(1423,422)	116	116
Dividends	0	0	0	0	0	0
Use of Reserves	0	(17,761)	(17,761)	(17,761)	0	0
Fortuitous Income	0	0	0	0	0	0
Total Corporate Resources	0	(764,793)	(764,793)	(764,677)	116	116

Corporate Resources - Financial Headlines

- The underachievement of £116k due to a shortfall on expected waste rebate from GMCA due to the method of allocation.
- Business Rates Collection as at the end of July is 40.45% (excluding account credits) compared to 39.22% in 2022/23, 30.24% in 2021/22, 26.41% in 2020/21 and 37.55% in 2019/20 (pre pandemic comparator). This demonstrates a return to pre-pandemic collection rates with just 87.91% collected in-year in 2020/21.
- Council Tax Collection at end of July is 32.01% which compares to 31.74% in 2022/23, 32.56% in 2021/22, 31.74% in 2020/21 and 33.47% in 2019/20 (pre pandemic comparator).
- Invoices paid within 30 days is 93.86%, against the target of 95%.
- £4.926m (9.35%) of £52.681m of pursuable debt is over a year old and still to be recovered by the Council (as at end of May 2023).

Corporate Costs – Breakeven

Planned Use of Resources	Gross Expenditure Budget	Gross Income Budget	Net Annual Budget	Projected Outturn	Variance from Budget	Movement from Last Report
	£000	£000	£000	£000	£000	£000
Capital Charges	39,507	0	39,507	39,507	0	0
Insurance Charges	2,004	0	2,004	2,004	0	0

Transfer to Reserves	10,334	0	10,334	10,334	0	0
Contingency	600	0	600	600	0	0
Inflationary Budgets and Budgets to be Allocated	22,034	0	22,034	22,034	0	0
Apprentice Levy	1,060	0	1,060	1,060	0	0
Levies	39,407	0	39,407	39,407	0	0
Historic Pension Costs	8,047	0	8,047	8,047	0	0
Total Corporate Budgets	122,993	0	122,993	122,993	0	0

Corporate Costs - Financial Headlines

- Budgets are on track at this stage in the financial year. The Consumer Prices Index (CPI) was 6.8% in the 12 months to July 2023, a reduction of 1.1% compared to June 2023. At this stage, it is expected price inflation can be contained within the inflation budgets available. Allowance has been made for the 23/24 pay award in line with the current employer's offer. Should this be settled at a higher level there will be a budget pressure.
- Historic pension payments are increased annually from April by the CPI % rate in September of the previous year. Usually, these costs reduce as the number of recipients fall throughout the year, however, any reductions in numbers are likely to be offset by the high increases in pension payments due to September 2022 CPI being 10.1%. This will be closely monitored throughout the year.

Children's Services - £4.880m overspend

Childrens Social Care	Gross Expenditure Budget	Gross Income Budget	Net Annual Budget	Projected Outturn	Variance from Budget	Movement from Last Report
	£000	£000	£000	£000	£000	£000
LAC Placements	55,568	(6,452)	49,116	52,816	3,700	1,181
LAC Placements Service	9,175	(938)	8,237	8,454	216	87
Permanence and Leaving Care	30,401	(13,885)	16,516	16,198	(319)	285
Children Safeguarding Service Areas	50,242	(12,231)	38,012	38,418	406	285
Children's Safeguarding	145,387	(33,506)	111,881	115,885	4,004	1,838
Education Services	72,714	(65,267)	7,447	7,409	(38)	20
Home to School Transport	14,144	(321)	13,823	14,664	841	192
Targeted Youth Support Service	848	0	848	816	(32)	(33)
Education	87,707	(65,588)	22,119	22,889	770	179
Children's Strategic Management and Business Support	6,655	(642)	6,012	6,118	105	123
Total Young People (Children's and Education Services)	239,748	(99,736)	140,012	144,892	4,880	2,140

Children's and Education Services - Financial Headlines

The overall gross budget totals £239.748m with a net budget totalling £140.012m, on top of this the Directorate is responsible for £364.871m Dedicated Schools Grant (DSG). The underlying forecast overspend is as a result of higher placement costs for Looked After Children (LAC), a shortfall in the UASC grant for the numbers now being accommodated, an overspend on Home

to School Transport and workforce pressures in Localities and Fostering. Over the last 13 months there has been a 71 drop in the numbers of LAC. The reduction in LAC numbers would have been greater if not for the increase in UASC which currently stands at 195 (14% of total LAC population). The current UASC numbers is 46% higher than November 22 partially explained by c.70 children coming from dispersal hotels. The financial pressures being faced by the service are predominantly cost driven with significant increases in the costs of placements, which have been impacted by higher national demand, increased complexity of care and high inflation.

As at Period 4 there is a projected year end overspend of £4.880m, this is after taking account of £3.884m mitigations against key pressures. There has been a movement of £2.140m since the last reporting period.

Key variances and changes since the last reporting period:

- £3.700m LAC placement overspend. Overall LAC placement numbers are 36 below budget. Despite decreasing overall numbers of non UASC looked after children there have been increasing numbers of children placed in external residential placements; 13 more external residential placements than budgeted. In particular due to external national market forces - lack of availability of placements and increasingly complex needs of the cohort. 45% of all LAC Placement now spent on external residential compared to 36% in 2019/20. Placement sufficiency an escalating national issue. Characterised with a lack of suitable placements, increasing numbers of children with complex needs and rising charges for residential places.
- The external residential placement budget is forecast to overspend if no mitigations take place by £10.893m. £4.053m of this pressure is due to there being 97 placements, 13 placements higher than budgeted for; £6.840m of the overspend is due to the average external residential weekly cost being 44% higher than what was budgeted for. This price increase has impacted on the achievement of the £3m Managing Demand saving.
- Fostering and Internal Residential and contingency budget underspends amount to £5.170m which has off-set part of the external residential pressures outlined above. The Directorate is undertaking mitigations actions to manage down this pressure amounting to £2.023m in this area. Namely: step downs, transitions plans that have been established with the high-cost placements and use of grant. The mitigation can be quantified by high cost step downs (£0.631m), delayed opening of Take Breath models (£242k) and one-off use of Resettlement grant (£1.150m)
- There has been little movement (£19k) in the position since the last reporting period.

LAC Pressures and (mitigations)	£m
External Residential Placements - additional 13 placements against budget	4.053
External Residential Placements – increase in unit costs by 44% to £xx per week on average	6.840
Fostering, Internal Residential and Contingency – reduction in number of placements	(5.170)
High cost placement step downs	(0.631)
Delayed Take and Breath role out	(0.242)
One off application of resettlement funding	(1.150)
Total LAC Overspend	3.700

External Residential Placements and Unit Cost

- **£216k LAC placement services** overspend on staffing budgets in the Leaving Care Service and Fostering Service. Vacancies being filled by agency which is required to support a growing and stable workforce to ensure Fostering Caseworker caseloads remain at a safe and manageable level. There has been an adverse movement of £87k since the last reporting period due to delays in recruiting permanent staff.
- **£319k Permanence and Leaving Care placement** underspends, overall placements numbers are 956, 67 below budget and are helping to off-set LAC pressures outlined above. In addition to the permanence and leaving care placements there are currently 469 UASC and Care Leaver placements compared to a budget of 430. The current projection is after mitigation of £445k on supported accommodation placements review of over 18 years old and high cost placements.
- **£406k Safeguarding Service overspend.** It has been assumed that a £0.507m remand pressure will be offset by additional grant or reserves. The projection has moved £284k adversely since the last reporting period due to social work agency spend not reducing in line with what was previously estimated. The service is continuing to strengthen its recruitment and retention strategy to ensure increase permanency and stability across the service with planned reductions in agency personnel by December.
- **£38k Education Services underspend.** Attendance service pressures have been off-set by underspends elsewhere in the service, an adverse movement of £20k since the last reporting period.
- **£33k Targeted Youth Support Service contract underspend.**
- **£0.841m Home to Schools Transport pressure** have increased due to a combination of fuel prices, increased eligible children and a shortage in provision in the market pushing prices up. The service has been reviewed and is reshaping the service delivery. It is expected that the recommendations will enable the service to manage down the pressures. The forecast would have been £2.341m overspent had it not been for mitigation of £500k from grant income and £1m (one-off) additional budget that was agreed at budget setting. There has been a £192k adverse movement in Home to School Transport due to increases in route operators' costs and number of routes.
- **£105k Strategic Management and Business Support** overspend due to archiving pressures in Business Support this caused the £123k adverse movement since the last reporting period.

The Directorate's overarching budget strategy is based around cost avoidance, care planning, commissioning, and efficiency. The evidence indicates this continues to be the right approach in preventing children unnecessarily becoming LAC and entering high-cost placements. The investment programme has experienced delay predominantly due to external forces in the social care market and associated recruitment difficulties which are now likely to limit the in year impact of current plans and necessitating alternative mitigating approaches.

The rising costs of special educational needs transport and increase in demand for Home to School Transport are significant. The service expects that the improvement plan will help to reduce current pressures on an on-going basis and bring the budget back into balance.

Children's Services Dedicated Schools Grant - £1.417m overspend

DSG (Dedicated Schools Grant)	Gross Annual Budget	Gross Projected Outturn	Variance from Budget	Movement from Last Report
	£000	£000	£000	£000
Schools Block	202,026	202,026	0	-
Central Services Block	3,824	3,824	0	-
High Needs Block	116,110	117,527	1,417	-
Early Years Block	41,494	41,494	0	-
Total in-year	363,454	364,871	1,417	-
Transfer to Reserves	1,417	0	(1,417)	
DSG 2023/24	364,871	364,871	0	
Reserve Balance	0	1,417	(1,417)	
Overall DSG position	364,871	366,288	(1,417)	

*The DSG Budget is a ringfenced account and is not part of MCC's General Fund Budgets.

Dedicated School Grant (DSG) - Financial Headlines

Dedicated Schools Grant (DSG) in 2023/24 totals £674m, of which £309m is top sliced by the Department for Education (DfE) to pay for academy budgets leaving a £364.871m budget that is directly managed by the Council and its maintained schools. This includes additional grant funding provided for the high needs block (HNB) of £5m allocated by the DfE in recognition for schools cost pressures.

The high needs block before mitigating actions have been taken has £3.990m of pressures in four key areas: education health care plans (EHCP), education independent sector placements, inter authority placements and post 16. As at the end of July 2023 it is unlikely the high needs block recovery plan agreed by the service will be met in full, due to the length of time taken to drive through efficiencies, in an area where demographic pressures continue to drive demand. The recovery plan is now estimated to cover £3.990m of the in-year 2023/24 pressures, however, this will mean the service will be unable to recover the cumulative deficit brought forward from last financial year of £1.417m, which will remain and be carried forward into 2024/25.

At this stage in the year there are no indications that there will be variances in the other DSG blocks.

In the Northwest 77% of LAs have a DSG deficit. Manchester has the second lowest deficit in the region and is looking at the deficit remaining at the current level. Manchester has been asked to lead on a SEND change programme as it has been recognised that it has developed areas of good practise.

Adult Social Care / Manchester Local Care Organisation - £3.717m overspend

Adult Social Care	Gross Expenditure Budget	Gross Income Budget	Net Annual Budget	Projected Outturn	Variance from Budget	Movement from Last Report
	£000	£000	£000	£000	£000	£000
Long Term Care:						
Older People/Physical Disability	81,632	(31,619)	50,013	53,622	3,609	(716)
Learning Disability	67,719	(6,165)	61,554	64,431	2,877	(154)
Mental Health	30,364	(5,887)	24,477	26,329	1,852	(256)
Disability Supported Accommodation Service	19,347	(2,645)	16,702	18,250	1,548	794
Investment funding	8,774	-	8,774	7,055	(1,719)	(1,718)
Subtotal	207,836	(46,316)	161,520	169,687	8,167	(2,050)
Short Term Care:						-
Reablement/Short Term Intervention Team	10,546	(2,147)	8,399	8,161	(238)	(88)
Short Breaks/Respite/Day Centres/Neighbourhood Apartments	5,648	(314)	5,334	5,528	194	(3)
Equipment & Adaptations (inc TEC)	7,502	(2,307)	5,195	4,951	(244)	56
Carers/Voluntary Sector	3,947	(462)	3,485	3,605	120	126
Subtotal	27,643	(5,230)	22,413	22,245	(168)	91
Infrastructure and Back Office:						-
Social Work Teams	21,934	(4,609)	17,325	16,669	(656)	107
Safeguarding/Emergency Duty	5,014	(1,127)	3,887	4,083	196	78
Brokerage/Care Home Teams	1,587	(159)	1,428	1,376	(52)	(54)
Management and support	16,866	(8,168)	8,698	4,928	(3,770)	300
Subtotal	45,401	(14,063)	31,338	27,056	(4,282)	431
Total ASC	280,880	(65,609)	215,271	218,988	3,717	(1,528)

Adult Social Care - Financial Headlines

The forecast outturn based on information to the end of July is indicating an overspend of £3.7m. The long term care budget is forecast to overspend by £8.2m. This reflects c£10m of pressures detailed below, offset by £1m in recruitment slippage from the investment programme and use of £0.8m of the MSIF grant to support the care budget.

- It is not prudent to build in expectations on the delivery of the additional demand management savings (£5.5m) from client social care packages, due to a combination of demand and price pressures in the market
- £1m increase in homecare costs (5% growth in the year to date);
- £0.8m within Older People / Physical Disability residential and nursing care due to client number changes and increase additional support costs;

- £1.2m increases in personal budgets and;
- £1.5m DSAS reflecting increased placements in-house, agency spend profile and backdated 2022/23 agency costs.

The financial forecast on short term care is fairly stable (£0.2m underspend). The Long Term Care pressure is offset further through planned use of reserves £2m, £1.3m of funding identified from resetting the budgets for the Adult Discharge Fund, Better Care Fund and Investment programme and employee underspends across social work teams (£0.7m) and support services (£0.5m) together with a small pressure in safeguarding (£0.2m) bringing the overall position to £3.7m.

£4.055m of additional funding to support the care market and its workforce has been added to the cash limit. The funding has the same aspirations for its use and the equivalent conditions attached as the Market Sustainability and Improvement Fund. £2m has been set aside for winter planning, £0.5m for social work capacity, £0.9m for specific nursing care provision and the balance of £0.8m incorporated into the forecast position.

The Better Outcomes Better Lives (BOBL) Board is overseeing all programmes of work aimed at prevent, reduce and delay care costs. The BOBL programme remains the primary source of reducing spend whilst also helping citizens to achieve independence and better life outcomes, by preventing, reducing and delaying demand into adult social care. These achievements have been supported by operating a strengths-based approach and implementing an improved short-term care offer and improved commissioning practices. Throughout 2022/23 the number of clients in >65 residential and nursing placements reduced from 839 at the start of the year to 698 at outturn. As at period 4, there are 718, with a number requiring additional 1-2-1 support. In addition to the increase in >65s, there is an additional 7 clients into external learning disability supported accommodation placements since outturn. Here, numbers have increased from 313 at period 9, 316 at outturn, to 326 at period 4. Some of these clients have transitioned from Children's Services on high-cost packages and further projected costs have been factored in based on joint analysis across children's and adults teams. Homecare commissioned hours are 5.5% up on the year to date following a 14% increase in 2022/23.

Key considerations include:

- Full delivery of the £4.142m savings target through increasing the vacancy factor on all staffing budgets, releasing £2.275m from the ASC reserve to smooth savings in year, a review of transport usage and re-financing of assessment posts to the DFG;
- £14.694m of funding is fully deployed to support the care market with a notable increase in fees, which also start to move towards a 'fair cost of care'. The ledger reflects £11.44m applied at Period 4;
- £4.055m of additional funding received by central government to support pressures across the care market from both a staffing and fees perspective is now included in the position covering £0.864m specific financial support for the care home market to guarantee nursing beds remain available to Manchester residents, £0.5m social work capacity for winter 2023, £2m towards anticipated increased winter care requirements and the balance reflecting the current pressures in long term care including additional one to one and assessed need top up costs within residential and nursing care;
- £2m of reserves agreed for support to the care market together with all remaining funding (£1.288m) not yet deployed is utilised to offset activity pressures and the demand management savings;

- The investment programme (£3.118m) agreed in the 2023/24 budget has been reviewed and based on recruitment timescales, it is now forecast that £2.118m will be spent in year with the balance supporting the overall financial position in year.

The key financial risks are:

- 2023/24 is the final year of the three-year BOBL savings programme with an agreed saving target of £8.977m to be delivered in 2023/24. £3.477m is achieved through prevent, reduce and delay approaches. The balance of £5.500m is to be delivered through specific additional demand management interventions. Key components notably mental health £1.5m and Learning Disability £2m are considered to be very high risk. The complex review team, once established, will provide an enhanced focus on high-cost packages. The current increase in client numbers on older people residential and nursing (+9) similarly signals an increase in risk on this aspect £1.5m (target is reduction of -42) and similarly homecare hours have increased (1,802 hrs pw) against a target reduction of 590 hrs pw, impacting on the delivery of £0.5m saving;
- Work with Children's Services is suggesting an increase in transitions packages during this year with potential for significant cost transfer (all confirmed and agreed package costs have been included in the forecast);
- The financial position on Disability Services Accommodation Service DSAS (£1.548m overspend) detailed below, reflects the impact of the uplift in agency costs from 2022/23 and recruitment slippage; and
- There is significant work underway to fully programme manage the delivery of the proposed saving programme ahead of 2024/25.
- Winter 2023 is a key risk with significant care market supply issues and all new funding already built into the position.

Long Term Care

The forecast position at P4 is an overspend of £8.167m on long term care. There are several pressures across all service areas, with increases in activity and at this stage, it is not considered prudent to build in expectations on the delivery of the demand management savings, resulting in the pressure. The long-term care budget has been reset to reflect outturn activity and average costs. The additional £4m received from central government to support the care market is reflected in the long-term care position, reducing the pressure considerably from Period 2.

The key pressures within long term care are £2.877m on learning disabilities, £3.095m on >65s residential and nursing provision, £1.852m on Mental Health services, £1.395m on >65s homecare provision and £1.548m on the in-house supported accommodation provision. As can be seen from the graphs below there is a jump in residential numbers, an increase in the numbers of clients in learning disability supported accommodation packages and an increase in the total of homecare hours commissioned. There is a further pressure on the D2A budget of £205k offset by underspends on < 65s residential and nursing provision. Further detail on each area is provided below. The pressures are being offset by £2m of reserves agreed for support to the care market together with all remaining funding (£1.288m) not yet deployed.

Short Term Care

The forecast outturn position on short term care at P4 is an underspend of £168k, a reduction in the underspend of £91k from period 2. This breaks down as an underspend on Reablement of £229k and Equipment of £309k due to a time-lag in filling vacancies, offset by a pressure on day centres of £102k, short breaks of £94k and other minor variations. The Reablement forecast reflects the increased vacancy factor (as per budget plan) and significant recruitment into roles.

The service is committed to filling all positions over the course of the year with the progress to date highlighted below. The equipment forecast expects the £500k saving as per the budget plan is achieved in full. It also reflects estimated start dates for additional recruitment from November. The pressures on the day centres and short breaks is coming from increased food costs and utility costs. The service are working with contractors to look at food supply costs.

Infrastructure and Back Office

The forecast outturn position at P4 is an underspend of £4.280m. The underspend on social work teams is £0.656m, comprising £561k on the hospital teams, £131k on specialist learning disability teams and a pressure across the INTs of £36k. The underspend confirms the challenges in recruiting and retaining qualified social workers, but progress is positive with increases in applications coming forward. Overall, this equates to 59.7FTE, of which 31.8 FTE have been appointed to and are going through pre-employment checks, or are being held for Social Work apprentices. All remaining vacancies are out to recruitment. The majority are covered by agency in the interim.

The overspend on safeguarding (£0.196m) relates to the pressure on best interest assessments in relation to Deprivation of Liberty Standards, where external assessors are utilised. The forecast assumes spend on external assessors will be comparable to 22/23 spend levels, as staff vacancies persist in the service. Agency staff are deployed to cover essential roles resulting in a pressure of £144k. The use of agency staff to cover Emergency Duty rotas is resulting in a further pressure of £52k.

Management and support have a forecast underspend of £3.767m. This is primarily due to a £2m care support reserve and a £1.288m contingency to mitigate the demand management saving being held centrally pending progress in the year. Therefore, as a Period 4 the following assumptions are incorporated into the forecast:

- £2m from reserves to support the care market, £1.288m of funding held as a contingency to mitigate the demand management savings;
- £258k control room and other commissioning vacancies;
- An underspend on Business Support of £176k due to challenges across the recruitment market; and
- An underspend of £45k across back office and strategic management areas.

Public Health - £171k underspend

Public Health	Gross Expenditure Budget	Gross Income Budget	Net Annual Budget	Projected Outturn	Variance from Budget	Movement from Last Report
	£000	£000	£000	£000	£000	£000
Children's:						
Health Visitors	11,164	0	11,164	11,164	-	-
Schools Health Service	4,145	0	4,145	4,145	-	-
Other Children's	415	0	415	415	-	-
Sub Total	15,724	-	15,724	15,724	-	-
Wellbeing:						

Be Well Service	2,920	(1,337)	1,583	1,584	1	1
Weight Management	599	0	599	599	-	-
Smoking Prevention	812	(242)	570	570	-	-
Falls Service	768	0	768	768	-	-
Other Wellbeing	2,759	(668)	2,091	2,090	(1)	(237)
Sub Total	7,858	(2,247)	5,611	5,611	-	(236)
Drug & Alcohol Services:						
Integrated Treat & Support Service	10,156	(3,224)	6,932	6,980	48	4
In-patient Detox & Residen Rehab	944	0	944	944	-	-
Young People Services	652	0	652	652	-	-
Other Drug & Alcohol	736	0	736	736	-	(46)
Sub Total	12,488	(3,224)	9,264	9,312	48	(42)
Sexual Health Services:						
Sexual Health	7,216	(829)	6,387	6,285	(102)	(102)
HIV	1,227	0	1,227	1,227	-	-
Other Sexual Health	1,599	(192)	1,407	1,408	1	1
Sub Total	10,042	(1,021)	9,021	8,920	(101)	(101)
Making Manchester Fairer:						
COVID Health Equity Manchester	410		410	770	360	361
Sub Total	410	-	410	770	360	361
Other Staffing, Mng & Support:						
Core Staffing	3,638	(929)	2,709	2,286	(423)	172
Locality budget	2,355	(2,355)	0	-11	(11)	(11)
Other	2,482	(1,830)	652	608	(44)	(44)
Sub Total	8,475	(5,114)	3,361	2,883	(478)	117
Total Public Health	54,997	(11,606)	43,391	43,220	(171)	99

Public Health - Financial Headlines

- Public Health have a £171k forecast underspend at year end. This is a reduction in the underspend of £99k from period 2. Savings of £0.730m have been achieved in full.
- There are underspends across the staffing budgets of £0.466m due to vacant posts and the maximisation of external funding, and underspends on other indirect staffing costs. The specialist nature of roles results in an extended timeline for any recruitment. The forecast allows for posts to be filled from October.
- The children's services and health visitor budgets shown above reflect contracting arrangements with health partners and are forecast to spend to budget.
- Drugs and alcohol support budgets - there is an increase in dispensing costs generating a pressure of £48k.
- Sexual health contracts have an underspend of £101k, reflecting additional income from partners for outreach work. All block contracts forecast to budget at this point in the year. Nationally and locally demand for these services is increasing and this will be closely monitored in the coming months.
- The coming year will present several challenges and opportunities for Public Health as the service look to develop and embed the Making Manchester Fairer (MMF) programme and exit the intensity of the Covid-19 pressure. The MMF programme (included in the Wellbeing

section above) has a budget of £2.989m (reserves funded) and commitments of £2.1m already in progress. Procurement processes are underway with significant spend expected in the final quarter of the year and into 2024/25. Further updates on this will be provided to the MMF Board throughout the year. Spend incurred on the early kickstarter schemes will transfer across to Public Health in the coming months. In addition to the above, work is progressing at pace to utilise the CHEM (Community Health Equity Funding) funding with £120k distributed to partner organisations to date. Demands for further funds will be met from the Public Health reserve subject to appropriate approvals. There is a pressure on the MCR Active programme which supports the overall wellbeing agenda, with this spend being offset by service underspends elsewhere.

- Negotiations with Health partners regarding 'Agenda for Change' health staff pay uplifts is continuing. The wider national negotiations confirm central government funding into ICBs to cover Agenda for Change increases. The forecast position assumes all increases will be funded in full.

Neighbourhoods - £1.4m forecast overspend

Neighbourhoods	Gross Expenditure Budget	Gross Income Budget	Net Annual Budget	Projected Outturn	Variance from Budget	Movement from Last Report
	£000	£000	£000	£000	£000	£000
Compliance and Community Safety	16,559	(5,350)	11,209	10,709	(500)	0
Libraries, Galleries and Culture	13,784	(3,829)	9,955	9,692	(263)	50
Neighbourhood Area Teams	6,254	(431)	5,823	5,823	0	0
Neighbourhood Management and Directorate Support	1,376	(70)	1,306	1,304	(2)	(21)
Operations and Commissioning	90,243	(42,751)	47,492	48,907	1,367	703
Other Neighbourhood Services	1,349	(1,203)	146	146	0	0
Parks, Leisure, Events and Youth	22,195	(13,008)	9,187	10,149	798	0
SUB TOTAL	151,760	(66,642)	85,118	86,682	1,400	732
Highways	27,260	(6,679)	20,581	20,581	0	0
Operational Housing	2,111	(2,111)	0	0	0	0
SUMMARY TOTAL	181,131	(75,432)	105,699	107,263	1,400	732

Neighbourhoods - Financial Headlines

Neighbourhood Services – are currently forecasting a £1.4m overspend, this is mainly due to ongoing pressures in markets due to the reduced income from Christmas markets, increased costs in Parks, Leisure and Youth due to loss of income whilst refurbishment is undertaken and increased costs because of step in arrangements. The pressures are partially offset by staffing underspends in Libraries, Compliance and Community safety and higher than forecast income in

advertising and bereavements. There is an adverse movement for Operations and Commissioning which is due to an underachievement of income in Off Street Parking.

- **Compliance and Community Safety** - £0.5m underspend is mainly due to net forecasted staffing underspends. The service has recently completed a service redesign, all vacant posts have either been recruited to or are in the process of being recruited to. There are currently 15 vacant posts but due to time taken to obtain necessary police vetting requirements it is assumed that these will only be filled from January 2024.
- **Libraries, Galleries and Culture** – £263k underspend due to vacant posts, the current underspend reflects the vacancies and expected turnover in posts, the time taken to recruit, appoint and get people into post. This is a reduction in the forecast underspend of £50k from the previous position, £20k of which relates to costs for the relocation of Northenden Library to St Wilfred’s Church where capital funding was requested but was not supported.
- **Operations and Commissioning** - £1.367m overspend – largely due to income shortfalls for Markets and a shortfall in income from Off Street Parking, offset by over achievement of income on Advertising and Other Business Units. £1m shortfall in Christmas Markets due to the unavailability of Albert Square. The losses due to closure are time limited and whilst it is anticipated that Albert Square will reopen the date is unclear and the pressure may continue in 2024.
 - Advertising over achievement of income of £287k, due to an annual inflationary uplift that was higher than what was reflected in the budget and increased revenue share, based on the annual performance of each site. Other Business Units £168k underspend linked to higher than forecast income in bereavement Services.
 - Wholesale, Retail & City Centre Markets, £103k underachievement of income, the main pressures are, markets not achieving the forecast income because of ongoing lower footfalls post Covid, exacerbated by the ongoing cost of living crisis and economic uncertainty, Sunday Market Car Boot (£75k) and Church Street (£28k), at Church Street 4 of the 11 units are vacant, these units will not be filled due to the intention to redevelop the market site, with traders offered alternative trading space.
 - Off St Parking – £0.703m overspend. The income for the first quarter of the year is below the profiled budget, and whilst period 4 has increased it is too early to assess if this increase will continue. There has been a reduction in the number of users directly impacting on income particularly in the larger multi storey car parks. Work is being undertaken to review the impact of the Early Bird Offer on projected income, and volume of users in our multi storey car parks, particularly following infrastructure changes across the city to reduce volume of traffic in the Centre.
 - There are several inflationary pressures, these include £273k increased NSL costs following the recent procurement exercise and £265k in relation to Piccadilly Gardens rents, Biffa charges and costs of business Rates. A submission has been made against the corporate inflation budget.
 - The workforce underspend in Grounds Maintenance is being offset by the use of contractors and the forecast position at year end is breakeven.
- **Parks, Leisure, Events and Youth** - £0.798m overspend due to £0.540m Leisure overspend from income losses at the Manchester Aquatic Centre (MAC) car park and Abraham Moss (both of which had been closed and undergoing major refurbishment, but have now reopened), along with the additional costs of financial support to the operators of Broadway Leisure Centre. The loss of income was attributed to the closure of facilities whilst undergoing refurbishment at both the MAC and Abraham Moss it is expected that the MAC shortfall is time limited and is forecast to recover now that the facilities have reopened. Further work is

required to understand the full effect of the pandemic and ongoing cost of living crisis on the usage of both centres.

- Events £50k overspend. The MCFC parade took place in June 2023 with a cost of £50k incurred for fan safety along the route. There is a £100k risk around commercial income and sponsorship for events against a budget of £0.5m, but this will continue to be monitored on an ongoing basis and work will continue to identify additional commercial opportunities to offset any shortfall in income.
- Youth Services is forecasted to overspend by £208k due to additional costs of support for Wythenshawe Active Lifestyle Centre where MCC have stepped in to provide additional support to maintain provision at the site.
- **Highways** Breakeven, the £461k workforce underspend has been reinvested into the highway capital programme.
- **Operational Housing** – although this is a net nil to Neighbourhoods mainstream budgets there is a pressure on the Equans repairs and maintenance contract which is covered in the HRA report below.

Homelessness - forecast Breakeven

Homelessness	Gross Expenditure Budget	Gross Income Budget	Net Annual Budget	Projected Outturn	Variance from Budget	Movement from Last Report
	£000	£000	£000	£000	£000	£000
Asylum	677	(617)	60	51	(9)	0
B&B's (Room only)	7,037	(3,122)	3,915	2,960	(955)	0
Dispersed & Leasing Accommodation	30,575	(17,729)	12,846	12,846	0	0
Externally Commissioned Services	12,008	(3,937)	8,071	8,071	0	0
Homelessness Prevention Staffing & Move On	9,492	(5,736)	3,756	4,263	507	0
In House Accommodation	7,782	(5,126)	2,656	3,113	457	0
Total	67,571	(36,267)	31,304	31,304	0	0

Homelessness - Financial Headlines

The forecast outturn is showing a breakeven position. Although there are potential pressures in Homelessness the number of families in B&B accommodation has reduced significantly, the reduction is a result of considerable work which has been undertaken to find alternative settled accommodation for those in B&B and to increase prevention, so that new presentations to the Council do not require Temporary Accommodation. This reduction contrasts with other LA's where Temporary Accommodation numbers are increasing to levels not seen previously. The decrease in numbers is attributable to the intensive assertive individualised approach, a new off-the-street accommodation offer and increased partnership working to address systematic barriers and gaps between services as people require additional mental health and drug and alcohol support to sustain accommodation.

Overview of main cost drivers in Homelessness:

B&B Room Only. An underspend of £0.955m is forecast based on the numbers in B&B accommodation at the end of July 2023, this was 5 families and 220 singles. It is anticipated that the routine use of B&B accommodation for families in Manchester has now ended which is a fantastic achievement for the city. The base budget is based on 10 families and 228 singles per night. Significant work is progressing as part of the budget setting process for future years to understand the level of funding required to support the sustained reduction in B&B use, in the form of additional support for residents to remain in current accommodation as part of the Private Rented Sector offer for families as well as cheaper and more suitable accommodation that B&B for singles with Complex needs.

Dispersed Accommodation and Leasing. Balanced budget. A key component of the reduction in B&B and Nightly Paid is the development of Leasing schemes over the next 5 years, funding secured from DLUHC and GMCA as detailed in the Budget Report. The Leasing schemes are an agreement between the Council and Private Providers to provide private rented properties as temporary accommodation for a period of 5 years, meaning the Council can offer a level of stability until they are rehoused permanently.

Homelessness Prevention Staffing and Move On, £0.507m overspend, a key focus of the service is to increase the prevention of homelessness. Managers in Housing Solutions are working through an intensive four-week case review period with Housing Solutions Officers to review all open homeless cases. The case reviews are an opportunity to maximise prevention opportunities by reviewing the current situation and put in place innovative and creative solutions. Officers are supported with good practice and direction on cases which can be closed through effective interventions. Case reviews to date have led to a reduction of open cases from 1,721 at the start of April to c1,300 at the end of July. Case review activity will continue at the end of the intensive four-week period with a shift towards new cases. The impact of the case reviews will be the ongoing reduction in referrals to temporary accommodation because of the early identification of opportunities to prevent homelessness. As the expenditure in B&B's reduces Homelessness would seek approval to vire budgets from B&B to Prevention to mainstream this approach into the service. The change to the allocations policy enabling people to retain their Band 2 status on Manchester Move if they accept a PRS offer or if they are homeless at home. There has been a change in approach by the Private Rented Sector team to move people on quickly to the right accommodation direct from their presenting accommodation or a B&B setting, thereby avoiding the need to use temporary accommodation. There has also been a focus placed on prevention which has resulted in less people needing emergency accommodation.

In House Accommodation, a forecast overspend of £457k due to the proposed continuation of Etrop Grange in 2023/24. Etrop Grange was opened at the beginning of October 2022, initially to increase the availability of accommodation during the winter period. It provides 69 single unit rooms to people who are sleeping rough on the streets. Referrals are made via outreach services for people who are confirmed and verified as sleeping on the streets. Due to the success of Etrop, officers are looking to continue the accommodation until March 2024, providing an off the street offer over the winter period. Both DLUHC and GMCA are supportive of the off the street offer at Etrop and are working with MCC to identify a longer-term offer, DLUHC

have funded £337k in year on the basis that this offer will continue. This provision is a key driver in the reduction in rough sleeper numbers in the city, while Manchester's number of rough sleepers are decreasing many other areas are facing an increase. If this provision was to cease the impact on B&B placements would be a cost of c£1m per annum.

Resettlement Funding. Currently, there are 3 main cohorts who are being provided with support in the city. These are, the Afghanistan Resettlement Service, provided by the Council on behalf of the Home Office. The Ukraine Support Service, provided by the Council on behalf of the Department for Levelling Up, Homes and Communities (DLUHC). The Asylum Service, consisting of both contingency hotel and dispersed property accommodation, provided by Serco on behalf of the Home Office. Work is ongoing with the Home Office and DLUHC to understand the impact of recent government announcements to end the use of Bridging Hotels in cities such as Manchester and to move both Afghan and Ukrainian families into longer term accommodation with support. Funding available will be driven by the numbers who remain in Manchester, work is ongoing with families to assess what is affordable to them both in the short and long term.

Housing delivery and Housing Revenue Account (HRA)

HRA	Gross Expenditure Budget	Gross Income Budget	Net Annual Budget	Projected Outturn	Variance from Budget	Movement from Last Report
	£000	£000	£000	£000	£000	£000
Housing Rents	0	(67,556)	(67,556)	(67,646)	(90)	(90)
Heating Income	0	(1,736)	(1,736)	(1,437)	299	299
PFI Credit	0	(23,374)	(23,374)	(23,374)	0	0
Other Income	0	(2,037)	(2,037)	(2,583)	(546)	0
Funding from General/MRR Reserves	0	(22,808)	(22,808)	(22,808)	0	0
Total Income	0	(117,511)	(117,511)	(117,848)	(337)	209
Operational Housing R&M & Management Fee	31,620	0	31,620	37,869	6,249	2,352
PFI Contractor Payments	34,212	0	34,212	34,048	(164)	(386)
Communal Heating	2,889	0	2,889	1,593	(1,296)	(1,296)
Supervision and Management	8,929	0	8,929	6,958	(1,971)	(109)
Contribution to Bad Debts	679	0	679	679	0	0
Depreciation	23,620	0	23,620	23,620	0	0
Other Expenditure	980	0	980	980	0	0
RCCO	11,880	0	11,880	8,839	(3,041)	(10,305)
Interest Payable and similar charges	2,702	0	2,702	2,702	0	0
Total Expenditure	117,511	0	117,511	117,288	(223)	(9,744)

Total HRA	117,511	(117,511)	0	(560)	(560)	(9,535)
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Movement in General/MRR Reserves	Opening Balance	Budgeted Adjustment	Forecast Closing Balance	Revised Forecast Closing Balance
	67,927	(22,808)	45,119	45,679

Housing Revenue Account - Financial Headlines

The approved 2023/24 HRA budget is a gross c.£117m and this includes £32.5m contribution towards the capital programme of £60.4m, with the HRA currently forecasting an underspend of £0.560m. This is a significant improvement on the position reported at P2 and this is mainly due to reviewing how the capital programme is funded and maximising use of other sources of funding, including capital receipts. The overall £0.560m underspend is made up of:

Overspends of £6.548m:

- The management and maintenance costs have an overspend of £6.249m. This is due to c£4.689m higher than budget repairs and maintenance costs, including projected overspends on the Equans contract of c£3.591m this is because of surplus carry costs, and additional works in respect of damp and mould and fire risk assessments and contract inflation being higher than budget. Non Equans associated maintenance are currently forecast to be around £1.098m above budget, this is mainly due to the increased number of disrepair claims. There is also a c£1.224m overspend in management costs including £400k for increased legal costs, £300k revised recruitment assumptions and £200k for increased agency costs, and £336k relating to Intensive Housing Charges which is an addition to the HRA budget.

Offset by Underspends of £7.108m:

- Housing rents are forecast to be £90k higher than budget, this is due to a reduced number of right to buy sales.
- Other Income is anticipated to be £0.546m higher than budget because of the interest received on balances, due to the increase in the interest rates which is projected to continue for the year.
- PFI contractor payments – whilst the inflationary uplift was higher than allowed for in the budget, this has now been offset by reduced expenditure because of contract variations. The PFI are forecast to be £164k less than budget.
- Additional budget was provided for Communal Heating in 2023/24 because of the significant increase in energy costs during 2022/23. As a result of falling gas prices during 2023/24 the communal heating schemes costs are c£1.296m lower than the increased budget – a review has been undertaken of the gas prices to tenants and this is being discussed with Executive member.
- Supervision and Management budgets originally included c.£1.9m for PFI Sprinkler works, but these have now been allowed for within the capital programme, so the budget is not required in 2023/24.
- Revenue contribution to capital has been revised after reviewing the available capital receipts, this has led to a £3.041m favourable variance in the current financial year.

Growth and Development – £0.713m Forecast Underspend

Growth & Development	Gross Expenditure Budget	Gross Income Budget	Net Annual Budget	Projected Outturn	Variance from Budget	Movement from Last Report
	£000	£000	£000	£000	£000	£000
Investment Estate	9,544	(23,345)	(13,801)	(14,137)	(336)	(336)
Manchester Creative Digital Assets Ltd (MCDA)	1,609	(1,609)	0	219	219	163
Growth & Development	305	(200)	105	105	0	0
City Centre Regeneration	2,361	(907)	1,454	1,227	(227)	(20)
Strategic Housing	3,244	(2,458)	786	786	0	0
Major Regeneration	1,503	(960)	543	513	(30)	(30)
Planning	4,770	(4,873)	(103)	(445)	(342)	(342)
Building Control	1,329	(1,162)	167	217	50	50
Licensing	3,100	(3,796)	(696)	(696)	0	0
Work & Skills	1,999	(67)	1,932	1,885	(47)	(47)
Manchester Adult Education Service (MAES)	9,274	(9,274)	0	0	0	0
Our Town Hall Project	2,214	(2,214)	0	0	0	0
Total Growth & Development	41,252	(50,865)	(9,613)	(10,326)	(713)	(562)

Growth and Development - Financial Headlines

- Investment Estate – £0.336m underspend** – Whilst there are a number of pressures across the estate, which includes Arndale Centre (£380k) due to reduced income because of business rates liability on vacant units, former Barclays Computer centre in Wythenshawe (£157k) due to vacant units, and additional costs of £263k for works required to support the annual accounts asset valuations. These are offset by higher than forecast income on a number of sites, including Roundthorn and Sharston industrial estates (£340k), general let land (£318k), car parks (£296k) and other smaller variations (£182k) across the estate. Work is ongoing to review all assets, and in particular to ensure that rent reviews are reflected as part of the future budget projections.
- MCDA (Manchester Creative Digital Assets) – £219k overspend** – Work is ongoing to evaluate options around disposing of Space studios and it is likely that the disposal will take place later this year. The current forecast for MCDA is a £219k overspend, and this is mainly due to lower than forecast income at Arbeta due to vacant space and reduced income at Space due to reduced filming activity because of the actors and screenwriters strike in America. Agents have been engaged to market the vacant units.
- City Centre Regeneration - £227k underspend** - As part of the 2023/24 budget growth of £300k was approved to support establishing the new infrastructure delivery team, the recruitment to the team has been delayed and the £227k relates to savings against this specific budget. The head of service post has been recruited too, and further recruitment to the team is underway.
- Major Regeneration** are forecasting a small underspend of £30k due to a number of vacant positions.

- **Planning - £342k underspend** – the budget is funded wholly from planning fee income, due to the ongoing buoyant development market in Manchester planning fee income is higher than forecast and this is the main factor behind the £342k underspend.
- **Building Control** – £50k overspend due to lower than forecast income.
- **Work and Skills** - £47k underspend due to a combination of staff savings because of vacant posts and savings against project activity. The team are reviewing the in year project activity and additional activity could lead to a call against the underspend if activity can be developed and implemented in the current financial year.
- **MAES** – IS 100% grant funded with funding being based on learning outcomes, in the current year grant income is c£140k higher than budget and this has been used to fund forecast pay awards and reduced the budgeted call on reserves of £53k. It is forecast that the MAES ringfenced reserve will have a balance of c£1.505m at year end.

Corporate Core - £407k forecast overspend

Chief Executives	Gross Expenditure Budget	Gross Income Budget	Net Annual Budget	Projected Outturn	Variance from Budget	Movement from Last Report
	£000	£000	£000	£000	£000	£000
Coroners and Registrars	3,778	(1,426)	2,352	2,152	(200)	(100)
Elections	1,577	(305)	1,272	1,872	600	-
Legal Services	18,123	(7,863)	10,260	10,711	451	201
Communications	4,419	(1,012)	3,407	3,407	-	-
Executive	1,040	0	1,040	1,040	-	-
Legal, Comms, Democratic and Statutory Sub Total	28,937	(10,606)	18,331	19,182	851	101
Policy, Performance and Reform	18,755	(3,661)	15,094	15,074	(20)	(70)
Corporate Items	1,345	(130)	1,215	1,215	-	-
Chief Executives Total	49,037	(14,397)	34,640	35,471	831	31

Corporate Services	Gross Expenditure Budget	Gross Income Budget	Net Annual Budget	Projected Outturn	Variance from Budget	Movement from Last Report
	£000	£000	£000	£000	£000	£000
Finance, Procurement and Commercial Governance	10,467	(2,507)	7,960	7,835	(125)	-
Customer Services and Transactions	230,304	(202,295)	28,009	28,009	-	-
ICT	16,125	0	16,125	16,125	-	-
Human Resources/ Organisational Development (HR/OD).	5,869	(825)	5,044	5,044	-	-
Audit, Risk and Resilience	1,881	(183)	1,698	1,476	(222)	(47)

Capital Programmes, Operational Property and Facilities Management	27,019	(4,759)	22,260	22,183	(77)	(77)
Corporate Services Total	291,665	(210,569)	81,096	80,672	(424)	(124)
Total Corporate Core	340,702	(224,966)	115,736	116,143	407	(93)

Corporate Core - Financial Headlines

Corporate Core is projected to be £407k overspent and the key variances relate to: -

- Coroners and Registrars £200k underspend due to the projected overachievement of income of £237k, mainly in relation to increased numbers of weddings and citizenship ceremonies, reduced by £37k staffing pressures within Coroners.
- Elections £0.6m overspend due to additional costs for the requirements of the 2022 Election for voter ID and accessibility
- Legal Services £451k overspend, mainly due to reduced external income due to a reduced level of service provision to Salford Council £330k, reduced internal income in Regeneration £185k and externalising Children's services legal work £251k which is partly reduced by £315k underspend on employee budgets as the service has faced challenges recruiting to vacancies. It also includes £1m overspend in relation to children's services legal costs which has been funded by a transfer from reserves in 2023/24 as approved by Executive on the 22 July 2022. The service has commenced its plan around a recruitment drive to reduce external costs and fill vacancies to mitigate this going forward.
- City Policy, Performance and Reform & Innovation £20k underspend - there is reduced income on project activity £134k as there has been a loss of European funding and access to other funding does not cover staffing costs at 100% and an overspend on running costs of £88k mainly due to licenses. This is offset by employee underspends of £242k due to vacancies.
- Finance, Procurement and Commercial Governance £125k underspend due to underspend on employee budgets.
- Audit, Risk and Resilience £222k underspend due to underspend on employee budgets including the workplace adjustment hub. The plan for the workplace adjustment hub has been approved and recruitment has commenced, the underspend is a result of the timing of the recruitment
- Capital Programmes, Operational Property and Facilities Management £77k underspend. There is £300k underspend on employee budgets offset by pressures in Facilities Management mainly Lloyd Street toilets.

Savings Achievement - £25.2m target

The savings target is made up of:

- Savings agreed for 2023/24 as part of prior year's budget setting £9.781m
- Savings agreed for 2023/24 as part of the 2023/24 Budget setting process total £15.396m

	Agreed in Prior years	2023/24 Budget Setting	Total 2023/24 Savings	Green - (Achieved & Mitigated)	Amber	Red
	£000	£000	£000	£000	£000	£000
Adult Social Care	8,977	4,142	13,119	7,469	150	5,500
Children's Services	100	4,411	4,511	1,464	47	3,000
Corporate Core	304	3,365	3,669	3,669	0	0
Growth and Development	300	959	1,259	1,259	0	0
Homelessness	0	1,244	1,244	0	1,244	0
Public Health	0	730	730	730	0	0
Neighbourhoods	100	545	645	558	87	0
Total Budget Savings	9,781	15,396	25,177	15,149	1,528	8,500

- £8.500m of the target is considered high risk on non-achievement. This relates to:
 - Children's £3m from reducing demand in Looked After Children services. There is considerable pressure on External Placement costs as set out earlier in this report.
 - Adults - 2023/24 is the final year of the three-year BOBL savings programme with an agreed saving target of £8.977m to be delivered in 2023/24. £3.477m is achieved through prevent, reduce and delay approaches. The balance of £5.500m is to be delivered through specific additional demand management interventions which are currently assessed as high risk

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**Manchester City Council
Report for Resolution**

Report to: Executive – 13 September 2023

Subject: Capital Programme Monitoring P4 2023/24

Report of: The Deputy Chief Executive and City Treasurer

Summary

This report informs members of:

- (a) Progress against the delivery of the 2023/24 capital programme to the end of July 2023.
- (b) The latest forecast of capital expenditure and the major variances since the Capital Programme Outturn report submitted in June 2023.
- (c) The proposed financing of capital expenditure for 2023/24 and affordability of the Capital Programme.

Recommendations

The Executive is requested to:

- (1) To approve, and recommend that Council approve, the budget changes to the Council's capital programme detailed in section 7.2 and set out in Appendix D.
 - (2) Note the other contents of the report.
-

Wards Affected: All

Environmental Impact Assessment - the impact of the decisions proposed in this report on achieving the zero-carbon target for the city

Environmental Impact Assessment - the impact of the decisions proposed in this report on achieving the zero-carbon target for the city
Under the governance process for capital expenditure decision making, zero and low carbon measures are a key component. All capital projects are reviewed throughout the approval process with regard to the contribution they can make to Manchester being a Zero-Carbon City. Projects will not receive approval to incur costs unless the contribution to this target is appropriate.

Manchester Strategy outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The capital programme contributes to various areas of the economy including investment in public and private sector housing, education and children's social care, transport infrastructure,

	major regeneration activities, environmental, cultural and leisure services.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	The capital programme includes substantial investment in education and also provides opportunities for the construction industry to bid for schemes that could provide employment opportunities at least for the duration of contracts.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The capital programme includes investment in adult and children's social care, education, housing and the environment, cultural and leisure services, all of which contribute towards the strategy.
A liveable and low carbon city: a destination of choice to live, visit, work	Investment in all areas of the capital programme contributes towards this community strategy, notably the investment in sustainable and affordable housing, building schools for the future, transport, environmental and major regeneration programmes.
A connected city: world class infrastructure and connectivity to drive growth	The capital programme includes investment in highways infrastructure, and broadband expansion.

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

All revenue consequences are included in the current Revenue Budget.

Financial Consequences – Capital

The latest forecast of expenditure for 2023/24 for Manchester City Council is £454.0m compared to the current approved budget of £473.7m. Spend as of 31st July 2023 was £91.9m. The £897.6m multi-year programme is subject to continual review to establish whether the forecast remains achievable. Whilst the intention is for the City Council to progress the programme as stated, some projects and their sources of funding may require re-profiling into future years.

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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.

- Report to the Executive 15th February 2023 – Capital Strategy and Budget 2023/24 to 2025/26.
- Report to the Executive 22nd March 2023 – Capital Programme Update Report
- Report to the Executive 31st May 2023 – Capital Programme Update Report
- Report to the Executive 28th June 2023 - Capital Programme Outturn 2022/2

1. Introduction

1.1 The purpose of the report is to:

- Provide an update to members on the progress of the global capital programme in the four months to the end of July 2023, including activity, benefits realised, financial implications and risk;
- Provide a more detailed update on the major projects within the programme;
- Confirm that there are adequate levels of resources available to finance the capital programme.

1.2 Attached to the report are the following appendices:

Appendix A – An update on the major projects within the capital programme.

Appendix B – Details of other material variations in the programme in 2023/24.

Appendix C – Changes to capital budget since the outturn report to Executive in June.

Appendix D – The adjustments to the capital budget being requested in this report.

Appendix E – Prudential Indicators as at July 2023.

2 Capital Programme Forecast 2022/23

2.1 The latest forecast of expenditure for the Manchester City Council Capital Programme in 2023/24 is shown in the table below. The main variances relate to Asset Management Programme, Hammerstone Road Depot, Campfield Redevelopment, Our Town Hall Refurbishment, Home Upgrade Grant, Social Housing Decarbonisation Fund and Varley Street SEND Secondary School. These variances mostly relate to timing differences meaning reprofiling will be required.

Manchester City Council Programme	2023/24			Spend to Date
	Current Budget	Forecast at P4	Variance to current budget	
	£'m			£'m
Highways	41.9	36.4	(5.5)	8.2
Neighbourhoods	46.6	46.3	(0.3)	15.5
The Factory International and St John's Public Realm	32.2	54.4	22.2	23.7
Growth and Development	106.3	99.6	(6.7)	10.1
Our Town Hall Refurbishment	79.7	78.1	(1.6)	14.2

Housing – General Fund	43.9	40.4	(3.5)		4.0
Housing – Housing Revenue Account	73.6	60.5	(13.1)		9.0
Children’s Services	39.2	28.4	(10.8)		6.2
ICT	5.1	4.8	(0.3)		0.4
Corporate Services	4.3	4.3	0.0		0.6
Total (exc. contingent budgets)	472.8	453.1	(19.7)		91.9
Contingent Budgets	0.9	0.9	0.0		0.0
Total	473.7	454.0	(19.7)		91.9

2.2 The all-years capital forecast is shown in the table below:

Manchester City Council Programme	2023 /24	2024 /25	2025 /26	2026/27	Total All Years	All Years Variance to Current Budget
£'m						
Highways	36.4	18.2	7.9	8.2	70.7	0.0
Neighbourhoods	46.3	7.8	2.8	0.0	56.9	0.4
The Factory International and St John’s Public Realm	54.4	0.0	0.0	0.0	54.4	22.2
Growth and Development	99.6	70.4	12.2	0.0	182.2	0.2
Town Hall Refurbishment	78.1	76.3	16.4	0.0	170.8*	0.0
Housing – General Fund	40.4	38.4	10.6	0.0	89.4	0.0
Housing – Housing Revenue Account	60.5	80.2	19.1	1.1	160.9	0.0
Children’s Services	28.4	29.6	1.0	0.0	59.0	0.0
ICT	4.8	0.3	0.0	0.0	5.1	0.0
Corporate Services	4.3	0.5	0.5	0.0	5.3	0.0
Total (exc. Contingent budgets)	453.1	321.7	70.6	9.3	854.7	22.8
Contingent Budgets	0.9	41.3	23.5	0.0	65.7	0.0
Total	454.0	363.0	94.1	9.3	920.4	22.8

* Town Hall budget as per report to Executive in July, subject to Full Council approval in October.

- 2.3 The report also shows an overall overspend of £22.8m against the programme. This includes:
- A total of £23.6m budget increases for Aviva Studios, Home of Factory International, Piccadilly Gardens and Manchester Aquatics Centre as requested in paragraph 7.2.
 - £0.2m underspend for Leisure Development Opportunity.
 - £0.6m underspend for House of Sport.
- 2.4 There are a number of projects which are currently forecast to require reprofiling over years, which will be reflected in the Outturn report.
- 2.5 A more focussed look at the top 10 projects is provided in Appendix A. These projects cover 47% of the total programme. Appendix B provides details of any other material changes relating to other parts of the programme.
- 2.6 The programme contains some budgets yet to be allocated to specific projects but reserved for a particular purpose, such as Education Basic Need funding, Housing Affordability Fund, ICT Investment Plan and the budget for inflation pressures. These will be allocated once the specific schemes are progressed and approved, or in the case of inflation the business case showing the impact of inflationary pressures on a scheme completed. They are then subject to approval through the Council's capital approval process.
- 2.7 The most significant risk facing the programme and major projects overall is the continued high levels of inflation being experienced, as set out in Section 7 of this report.

3.0 Capital Resources

- 3.1 The table below summarises the current funding assumptions for the Capital Programme based on the current forecast. This will continue to be reviewed for the remainder of the financial year to ensure that the optimum value for money is achieved.

	Draft Funding 2023/24 £m	Draft Funding 2024/25 £m	Draft Funding 2025/26 £m	Draft Funding 2026/27 £m	Draft Funding All Years £m
Grants	112.0	81.5	31.9	0.1	225.5
Contributions	18.5	17.2	0.3	8.1	44.1
Capital Receipts	59.7	25.5	16.6	0.0	101.8
Revenue Contributions to Capital	44.6	68.3	16.0	1.1	130.0
Capital Fund	4.7	1.6	0.5	0.0	6.8
Borrowing	214.5	168.9	28.8	0.0	412.2
Total	454.0	363.0	94.1	9.3	920.4

- 3.2 Modelling the Council's future cash flow based on the funding assumptions and anticipated changes to working capital provides an assessment of the ongoing affordability of the forecast capital programme. The current forecasts show that the financing costs remain affordable within the revenue budget available including reserves. The capital financing reserves will be required to meet the costs associated with the borrowing by 2026/27. The model is based on a significant number of assumptions, including the timing of future borrowing and forecast future interest rates and the position is subject to change.
- 3.3 All capital financing decisions are made to maximise the resources available to the Council and fund in the most efficient way.
- 3.4 The current forecasts for the Council's Prudential indicators, compared to those included in budget reports to Executive and Council, are shown at Appendix E.

4.0 General Programme Risks

- 4.1 Inflation in the UK in the 12 months to July 2023, as measured through CPI, is currently 6.8%, down from 7.9% in May and from a recent peak of 11.1% in October 2022. Whilst this shows a downward trend which is expected to continue, the figure remains elevated.
- 4.2 The July 2023 statistics of building materials and components from the Department for Business and Trade (formerly BEIS) noted that the price index for all construction works was 2.0% lower than the same month the previous year. As previously reported, some prices have started to come down from their elevated levels with some significant price decreases for example concrete reinforcing bars (-29.4%), imported sawn or planed wood (-28.8%), and fabricated structural steel (-27.9%). This figure does however include price increases for some construction materials, such as thermal or acoustic insulating materials (27.9%), screws etc (24.8%) and ready-mixed concrete (19%).
- 4.3 It has previously been reported that many projects in the capital programme have faced an extremely challenging 18-month period with intense pressures on cost due to extraordinary levels of inflation and unprecedented pressure on the supply chain (labour and materials availability). These pressures continue to be seen and remain a significant risk across the capital programme.
- 4.4 The impact of inflation on the capital programme will continue to be managed, monitored and reported to members. The unallocated inflation budget is currently £30.0m.
- 4.5 The Capital Budget is prepared on the best estimate of the start date and spend profile for each scheme which is likely to change as the scheme develops. The project cash flow will be variable throughout the life of a project, and therefore the forecast expenditure in each financial year will also vary. This report therefore considers the total life and cost of schemes and the

risks associated with their development. All projects carry risk such as delivery risk, third party risk and market risk, including build cost and inflation.

- 4.6 Where funding sources for the programme are time-limited, such as the Public Sector Decarbonisation Scheme, officers will continue to monitor progress against these schemes to seek to maximise the level of grant funding used.

5.0 Contributing to a Zero-Carbon City

- 5.1 Capital expenditure business cases are required to include carbon measures for both during the project progression stage and the ongoing lifecycle post completion. The intention is that the carbon footprint of a scheme is considered as part of the decision-making process. This work is ongoing and will reflect the decisions taken by the Council on how it will meet the future carbon reduction targets in order to become carbon neutral by 2038.
- 5.2 In February 2021 Executive agreed to the adoption of the Manchester Low Carbon Build Standard for future capital projects, and this has been implemented. Work is ongoing to develop specific measurable carbon metrics across the capital programme, for both during and post-acquisition/construction phases of a project, that will enable comprehensive reporting on the intended and achieved carbon reductions created through the programme. It is intended that this will form part of these monitoring reports.
- 5.3 Carbon reduction continues to be a focal point for the 2023/24 capital programme, with projects such as Public Sector Decarbonisation scheme, the purchase of electric refuse vehicles and tree planting all continuing.

6.0 Social Value

- 6.1 Every capital project is required to consider the social value which could be realised, either through procurement or other routes, through the creation of the asset. Capturing the expected social value benefits allows projects to monitor their social value output on an ongoing basis. In some cases, for example with the Northwest Construction Hub, this is done on an aggregate basis rather than project by project.

7.0 Capital Programme Budget changes

- 7.1 The capital programme continues to be updated on a rolling basis throughout the financial year with new schemes brought forward through the Capital Approvals Process. The following projects have been brought forward since the previous update to Executive. A summary of the schemes, funding and spend profile can be found at appendix D and are set out below:
- 7.2 For Council approval:
- Aviva Studios, Home of Factory International- The July reports to the Resources and Governance Scrutiny Committee (RGSC) and the Executive detailed the revised expected completion dates and requested

additional funding to enable the project to reach static completion in July. The report highlighted that a further budget increase would be required to reach practical completion, detailed the works required, and committed to providing the final estimated costs to Scrutiny and Executive in September/October once the project has completed and the final risks have been closed out.

The Capital Monitoring has been updated to reflect the additional costs incurred due to the revision of the completion date to September and the additional cost pressures flagged in July. These include prolongation including staffing costs, storage and contractor claims, acceleration measures, additional works and crystallisation of risk items and contingency spend. These are forecast to be £15.7m. The additional contingencies and risk allowances required are estimated at £5m, and client-side fees relating to the retention of key project delivery staff of £0.8m. Further, there are a number of additional risk items under negotiation for which an allowance has been made of £0.7m.

In order to provide the financial approvals to complete the work a capital budget increase of £22.2m is recommended, funded by borrowing. The income the Council receives from the naming rights will be applied to the capital financing costs of the project over its life and details of the potential income, in addition to the current naming rights arrangement, were included in the July 2023 Report to RAGOS. This income is not guaranteed, but all funding received will be fully utilised to support the costs of the additional borrowing, over and above that already committed to on the original invest to save proposals.

A detailed budget report will therefore be brought back to RGSC and Executive at the point practical completion is achieved, the negotiations surrounding the contentious items are concluded, and final accounts have been completed. This report will also provide an update on the success of the venue to date, progress on commercial and sponsorship income, and the social value delivered. The venue continues to generate a considerable amount of excitement, raises the profile for the city and has already become an important landmark.

- Corporate Services - Our New Finance & HRODT System. The project is to replace the Council's existing HR and Finance System, which was originally implemented in 2006. The existing technology platform it operates on will no longer be supported after 2027. Previous funding approvals have supported the pre-development work necessary to understand the Council's requirements for the procurement specification, including soft market testing and process mapping, and the first stage of procurement is underway. The project will procure a new system, support the build and configuration of the new system for the Council, through to implementation and operation. It is expected that the project will generate savings for the Council but, until the new system is selected, they are not yet quantifiable. A revenue budget increase of £17.4m is requested, to be spread across 4 financial years, and funded from the Capital Fund

reserve. Longer term funding solutions for ICT schemes are being developed as part of the budget process.

- Neighbourhoods – Manchester Aquatic Centre (MAC). During phase 1 of the works programme, the contractor discovered significant building repair and maintenance works. This included essential fire protection works, repairs to roof, gutters and drains, re-building of walls following the presence of horizontal cracking, structurally unsafe plant deck and service risers, and structural concrete repairs to the main pool tank. These works were not identified from pre-construction surveys and therefore outside of original scope and budget. The additional works were deemed essential to address build health and safety issues and safeguard the MACs future operations and services, whilst also ensuring that the building remains complaint to host World-Class Events, including the World Para Swimming Championships held this summer.

The project has sought to accommodate these cost increases by pursuing value engineering initiatives and design changes across both the phase 1 and 2 scope of works but any additional value engineering and scope reduction at this stage could negatively impact the facility and users (including the British Para-Swim Team) and compromise the build operations, so additional funding is being sought to enable final completion. A capital budget increase of £0.640m is requested, funded by Borrowing.

- Growth and Development – Piccadilly Garden Design Phase. This is a request for further pre-construction Design Phase Fees. The additional funding will enable the project cost to progress to end of RIBA Stage 3 / submission of planning application. Works to this stage include demolition of the free-standing wall, Capital Programmes fees, pre-competition design fees, public consultation fees and costs and topographical surveys. A capital budget increase of £0.782m is requested, funded by Borrowing. Further work is being carried out on the final funding model for the full scheme.

7.3 For Executive approval:

- ICT - Digitising Registrars Certificates. The project will lead the implementation of imaging software to digitise birth, death and marriage certificates, enabling the Registrars service to streamline and automate the current copy certificate process, increase team efficiencies and improve the service offered to customers. A revenue budget increase of £0.244m is requested, funded from the Capital Fund reserve.
- ICT - Manchester ContrOCC Client Finance Portal (CFP) and Online Financial Assessments (OFA) Resources. The project will enable the implementation of the two ContrOCC portals; Client Finance Portal (CFP) and Online Financial Assessment Portal (OFA). The Client Finance Portal is a way for people receiving care and support from the Council, and their representatives, to access financial information held in the Council's

finance system. The OFA website enables individuals or their representatives to calculate their own contribution. A revenue budget increase of £0.092m is requested, funded from the Capital Fund reserve.

- ICT – Adults Care Management System. The scheme will implement a new care management system covering; rostering, care monitoring reporting, electronic medication administration record and mileage wizard for the Reablement and Disability Supported Accommodation Services (DSAS) teams within Adult’s Services. A revenue budget increase of £0.258m is requested, funded from the Capital Fund reserve.
- Public Sector Housing – Collyhurst. It is proposed to vire the existing budget within Private Sector Housing relating to the acquisition of properties in Collyhurst to the broader Public Sector Housing budgets delivering the regeneration scheme in the area. The existing budget is no longer required for its original purpose, and there is inflationary pressure in the wider regeneration scheme relating to the construction costs for new homes, a new park and associated infrastructure, and not all of this pressure can be mitigated through value engineering. Reallocating funding allows the wider regeneration scheme to progress, and therefore a budget virement of £3.693m funded from capital receipts, between the Private Sector and Public Sector Housing budgets is requested.

7.4 Details of Capital Budget approvals since the last report to Executive in June 2023 can be found at Appendix C.

8.0 Contributing to the Our Manchester Strategy

(a) A thriving and sustainable city

The capital programme contributes to various areas of the economy, including investment in public and private sector housing, education and children’s social care, transport infrastructure, major regeneration activities, environmental, cultural and leisure services.

(b) A highly skilled city

The capital programme includes substantial investment in education and also provides opportunities for the construction industry to bid for schemes that could provide employment opportunities at least for the duration of contracts.

(c) A progressive and equitable city

The capital programme includes investment in adult and children’s social care, education, housing and the environment, cultural and leisure services, all of which contribute towards the strategy.

(d) A liveable and low carbon city

Investment in all areas of the capital programme contributes towards this

community strategy, notably the investment in sustainable and affordable housing, building schools for the future, transport, environmental and major regeneration programmes.

(e) A connected city

The capital programme includes investment in highways infrastructure, and broadband expansion.

9.0 Key Policies and Considerations

(a) Equal Opportunities

By investing in building adaptations, access for people with mobility difficulties is made easier.

(b) Risk Management

The capital programme is based on forecast costs and funding, and as such there are risks to achieving the programme from external factors such as shortage of labour or materials, alongside market risks such as price fluctuations and interest rate charges. The Strategic Capital Board, and associated Portfolio Boards for each part of the programme, are tasked with regular monitoring of costs, delivery, quality and affordability, to help manage and mitigate these risks.

(c) Legal Considerations

None.

Appendix A - Major Projects

1.1 The top ten budget by value remaining are shown in the table below:

Project	Current Budget 2023/24	Forecast at P4	In Year Variance	Spend to date 2023/24	Total Budget (All Years)	Total Variance (All Years)
Our Town Hall Refurbishment	79.7	78.1	(1.6)	14.2	335.3*	0.0
Factory International and St John's Public Realm	32.2	54.4	22.2	23.8	238.8	22.2
Housing Infrastructure Fund (Victoria North)	13.3	13.3	0.0	2.1	51.2	0.0
This City Housing Delivery Vehicle	24.0	24.0	0.0	0.9	48.1	0.0
Collyhurst**	14.1	13.8	(0.3)	1.8	47.9	0.0
Carbon Reduction Programme and Public Sector Decarbonisation Scheme	12.8	12.8	0.0	1.0	45.5	0.0
Back of Ancoats Mobility Hub and Public Realm	23.0	23.0	0.0	1.6	35.7	0.0
Hammerstone Road Depot	14.9	14.9	0.0	3.4	35.2	0.0
Varley Street SEND School	14.0	3.2	(10.8)	0.0	18.1	0.0
Campfields Redevelopment	6.9	10.9	4.0	0.2	17.5	0.0

*As per paper to Executive in July and subject to Full Council approval in October.

**Public and Private Sector Housing

Our Town Hall Refurbishment

1.2 A report was presented to Executive in July to seek additional funding of £29m to maintain progress with the contractually committed construction works, and acknowledged that around January 2024 the extent of main discover risks are expected to be known and therefore there will be greater certainty regarding cost and timescales. The position on target dates for completion will then be clearer and any further budget approvals that may be

necessary will also be sought at that stage.

- 1.3 There is currently £4m worth of packages out to tender, with £6m still to be tendered. A total of £191m orders to date have been placed. There have been two work package contracts that have recently been executed for specialist decorations and new joinery. The project is still on target to meet 100% procurement cost surety by cJanuary 2023.
- 1.4 The Our Town Hall project is currently forecasting reprofiling of £1.6m into next financial year, for some of the structural alterations works and associated fees.
- 1.5 The project continues to see good progress on site, and is now around 60% through the construction phase, with key achievements in the period including the start of scaffolding drop, which revealed the clock tower golden finial, installation of quarry tile flooring. Alterations to the Princess St entrance are underway and floorboard removal for installation of new mechanical, electrical and plumbing engineering (MEP) services is well underway.

Aviva Studios, Home of Factory International

- 1.6 Aviva Studios, Home of Factory International recently opened its doors to a hugely successful Manchester International Festival 2023 (MIF23) with 18 days of culture giving visitors a taste of what's to come with the planned year-round programme of dance, theatre, music, visual and performances arts and digital commissions in this landmark new space.
- 1.7 Following the static completion to allow the MIF 23 festival to be undertaken, focus is now on closing out the works. The majority of areas have been handed back to the contractor with an expected completion date of September. Work continues on the internal fit out by Factory International which is being undertaken under license. The final floor finishes have been installed with snagging continuing on the Towers and Seat and Rostra System and testing and commissioning being undertaken on systems such as security CCTV, generator, gas, mains water and building management systems. Most of the public realm works are also complete.
- 1.8 The detailed final commissioning programme and integration of the functional systems and testing to satisfy statutory approvals and operational requirements are being completed to allow practical completion to be issued. The remaining works to the inner proscenium door separating the theatre and the warehouse is also being finalised to accommodate event rehearsals and opening show to take place in October.

Housing Infrastructure Fund (Victoria North)

- 1.9 The total budget for the Housing Infrastructure Fund (HIF) is £51.6m, and the project is currently due to complete in March 2024, under the terms of the Grant Determination Agreement with Homes England. HIF is funding a

complex set of interrelated infrastructure works (land remediation, the expansion and reinforcement of the utility networks, the creation of new highways access and site preparation works) that will unlock a development platform for up to 5,500 homes in the Red Bank neighbourhood, which comprises a series of brownfield and under-utilised sites in the Lower Irk Valley, just to the north of Victoria Station - former heavily industrialised land.

- 1.10 As previously reported, the main infrastructure works package has suffered delays on site, due to the discovery of unexpected contaminants on one of the main sites. The design team are working with the Environment Agency and Local Planning Authority to agree a satisfactory solution that will allow works to recommence on a phased basis as soon as possible. The contractor has managed to commence vegetation clearance works and site preparation, in order to allow the main works to restart when ready.
- 1.11 Also, as previously reported, the "in river channel" flood defence works proposed for the River Irk have been removed from the scope of the HIF funded package, due to the impact on existing rail and road structures. As a result, flood mitigation measures are to be delivered by the Council's delivery partner FEC as part of an on-plot solution as and when residential development is brought forward. Due to this, the Council and FEC have secured in-principle approval from Homes England to reallocate the balance of HIF funding to deliver infrastructure and enabling works that will ensure the viability of other residential development plots in the Red Bank masterplan. It is anticipated that formal approval for this will be secured in the next few months and that the eligible expenditure period will be extended into financial year 2024-25 to accommodate the delivery of these works.
- 1.12 It is anticipated that the programme budget will require reprofiling as a revised programme and pricing is received from the contractor. This will be reported to Executive in future monitoring reports and the budget updated at the end of the financial year.

This City Housing Delivery Vehicle

- 1.13 The total current budget for This City Housing Delivery is £48.1m. There are two sites in the first phase of This City development. Both are at different stages of design and development.
- 1.14 The business plan for This City is being reviewed and updated to reflect market changes and is expected to be finalised later this year. The plan outlines the vision for the company, along with clear financial performance models, alongside a range of key performance indicators and details on risk. A detailed piece of work is underway on the investment model that would enable potential phase two developments to be brought forward with a partner.
- 1.15 This City is bringing its first sites forward in a significantly challenging time for delivery. The volatility of the construction sector, inflationary pressures, cashflow and changes in the private rented sector are all impacting on the

business plan, exacerbated by the significant increases in interest rates over the last couple of years. The inflationary pressure on the This City Ancoats scheme will continue to be carefully monitored.

Collyhurst

- 1.16 The budget for the first phase of the Collyhurst Programme is £37.9m, with spend to date of £3.3m. Construction of the new homes is expected to be complete in April 2026. A process of value engineering and work to quantify the final provisional sums is underway to understand any impact on the scheme budget.
- 1.17 During the first four months of 2023/24, construction work has continued on site alongside progress meetings with the contractor and developer for the project, both reporting that the scheme remains on programme. The scheme met the Homes England's Affordable Homes Programme (AHP) drawdown milestone in July 23 and consequently £5.2m of funding has been drawn down in accordance with the grant agreement. The Compulsory Purchase Order (CPO) was submitted to Government in the previous period and the Council has been informed during this period that the Order can now be confirmed. Legal Services will now proceed with the relevant notices. Discussions continue with those affected by the phase 1 scheme and market value compensation negotiations are underway with those affected by the CPO.

Carbon Reduction Programme including PSDS

- 1.18 The total current budget for the Carbon Reduction Programme and Public Sector Decarbonisation Fund (PSDS) is £45.5m and is forecast to budget.
- 1.19 The Council continues to progress works within the Carbon Reduction Programme in order to meet the target of being a zero carbon city by 2038 at the latest, 12 years ahead of the Government's target for the UK of 2050.
- 1.20 The Public Sector Decarbonisation Scheme Phase 3(a) grant funded works are now in contract and underway at the six sites. Buildings include Harpurhey District Social Services Office, Active Lifestyles centre, Didsbury Library, Hall Lane Resource Centre, The Place at Platt Lane and One Central Park (Arbeta). The programme of works is expected to complete mid-January 2024 and is expected to deliver 518 tonnes of carbon savings per annum.
- 1.21 The programme submitted a further bid for PSDS funding in phase 3(b) to deliver further carbon reduction works. The request to switch the scheme to Claremont Resource Centre is currently under review and confirmation is expected in the coming weeks to allow works to progress.
- 1.22 The Zero Carbon Estate Programme has completed 72 energy audits of buildings within the Council's estate. Some of the audited buildings were identified as including low efficiency fluorescent lighting. Therefore, a new programme of work has been developed to replace the lights with efficient

LED lighting. The works will be undertaken in 2023/24 and are expected to reduce carbon emissions across 14 sites by 51 tonnes per annum.

- 1.23 Another project to install a photovoltaic electricity generation system of 2018 panels covering the workshop roof, with 10 battery storage units at Hammerstone Road has been approved. This is intended to supply up to 57.5% of the depot's electricity requirements, whilst saving approx. 116 tonnes of carbon emissions pa. The work will be done in line with the current refurbishments of the roof, minimising disruption whilst minimising additional project management and construction costs. There will also be a replacement of external lighting columns to energy efficient LED systems, reducing external lighting electricity requirements by up to 70%.
- 1.24 It is understood that there will be a significant funding requirement to reach our net zero commitment. The PSDS3(c) grant applications window is expected to open in autumn, and there will be a consortium bid managed by GMCA. It is estimated that the Council has approximately 15 buildings that may be eligible for the programme which will require a significant contribution as match funding from the Council. Works continue on a strategy and 15-year pipeline of works which includes additional surveys and data integration, to help provide insight for a pipeline of work to reach net zero for the complete estate by 2038.

Back of Ancoats Mobility Hub and Public Realm

- 1.25 The total budget for the Mobility Hub and Public Realm is £38.0m. The project is expected to complete in 2025/26 and is forecast to budget.
- 1.26 The Ancoats Mobility Hub (AMH) and the associated public realm forms a critical part of the ongoing regeneration of Ancoats and the aspirations to be a cleaner, greener city. Housing developments in the area will not have dedicated parking and are therefore expected to use the Mobility Hub. The public realm is essential to create the desired environment for the planned 1,500 homes.
- 1.27 Works on site are progressing well with the first foundation beams going in, drainage works starting in August, and the core walls expected to commence at the end of September. The majority of the steels for the site will then be put in at the end of the calendar year. In parallel, work is ongoing to establish the commercial operating model of the Mobility Hub and produce a business plan for Homes England, as required by the grant funding agreement. Procurement of an operator is expected to take place in 2023/24, building on soft-market testing undertaken last financial year.

Hammerstone Road Depot

- 1.28 The total budget for the Hammerstone Road Depot project is £35.2m. The first key milestone of Biffa temporarily relocating to the Plating Shed has been achieved and are now operating in that space ahead of making their final permanent move into the Loco Shed in January 2024.

- 1.29 Roof and Gutter works continue to the Loco Shed. All high windows are completed up to the Biffa Offices area, with double height windows progressing. The new mezzanine steel work is approximately 95% complete with the low-level car park works also underway.
- 1.30 As reported above in paragraph 1.24, carbon reduction works for £3.5m have been approved to install a photovoltaic electricity generation system of 2018 panels covering the workshop roof with 10 battery storage units. The scope and programme of works are now being finalised ahead of instruction. The original forecast assumed this spend would be incurred in 2023/24, however this has since been reprofiled across future years and so a total of £1.8m will be slipped into 2024/25.

Varley Street SEND Secondary School

- 1.31 This project will develop a new 150 place secondary SEND school for pupils aged 11-19 with an Education, Health, and Care Plan (EHCP). The accommodation will be designed to Department for Education (DfE) output specification with associated external facilities including space for outdoor education and staff parking. The total budget is £18.1m.
- 1.32 As with all new schools, this provision will be designated as a free school and operated by a multi academy trust. Upon completion, the site will be subject to a 125-year lease to the trust who will be responsible for its operation.
- 1.33 As at July 2023, the pre-construction service agreement (PCSA) is in place with BREEAM excellent requirements met. Early on in the process, the site was identified as having coal seams on. The start of works on site has now been pushed back and is expected in Autumn/Winter 2023, due to the approval of a remediation strategy from the Coal Board taking longer than originally anticipated before works can progress. This has been flagged as a risk due to inflation forecasts and timescales around opening. Expected completion is now December 2024 and this will be closely monitored. As a result, a total of £10.8m will be reprofiled into next financial year.

Campfield Redevelopment

- 1.34 The Campfield Redevelopment is the creation of a new media and tech industries cluster in the St John's Strategic Regeneration Framework (SRF) area. It will deliver workspaces and studio spaces to attract and support start-up, recovery, and scale-up businesses around tech, innovation and media through the re-adaptation of three buildings, including two heritage buildings, which have reached the end of their economic life.
- 1.35 In 2022, the Council was successful in a bid to the Levelling Up Fund for the Culture in the City project which includes the Campfield Redevelopment. The grant funding will cover the conversion of the two heritage Campfield Market buildings, with the third, Castlefield House, to be delivered by Allied London using their own investment. Castlefield House is being significantly

redeveloped and extended as grow on space for new media and tech businesses. The building will be acquired on completion of the building works. All three properties will then be leased back to Allied London.

- 1.36 Works to Phase 1 have commenced and are on programme, which includes asbestos removal, scaffolding and temporary works and internal soft strip and mechanical, engineering, plumbing and heating (MEHP) removals. Multiple specialist contractors have been appointed with prior experience in heritage and conservation works. Works are progressing better than expected and the latest programme of works shows a requirement to accelerate £4.0m in to 2023/24.

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Appendix B - Other material changes to the programme

1.1 Other material changes to the Capital Programme are detailed below:

Project	Current Budget 2023/24	Forecast at P4	In Year Variance	Spend to date 2023/24	Total Budget (All Years)	Total Variance (All Years)
£m						
Social Housing Decarbonisation Fund Schemes	13.6	3.9	(9.7)	0.3	49.7	0.0
Asset Management Programme	16.1	8.3	(7.8)	0.6	22.7	0.0
Northern/Eastern Gateway Walking and Cycling scheme	4.5	1.6	(2.9)	0.4	8.9	0.0
Highways Investment Programme (Other improv works)	2.0	0.2	(1.8)	7.6	7.6	0.0
Home Upgrade Grant 2	5.4	3.1	(2.3)	0.0	10.4	0.0
Active Travel Fund Schemes	1.9	1.1	(0.8)	0.2	6.7	0.0
House of Sport	1.7	1.1	(0.6)	0.8	9.4	(0.6)
HOME Arches	2.9	2.4	(0.5)	0.0	3.4	0.0

Social Housing Decarbonisation Fund Schemes

- 1.2 The Social Housing Decarbonisation Fund (SHDF) programme relates mainly to energy improvement works and renewable heating technologies. This will improve the energy performance certificate (EPC) rating of Council properties and help meet the zero carbon housing objectives and targets, including a transition away from gas heating sources. Most of this work generates a grant contribution from the Department for Energy Security and Net Zero via Greater Manchester Combined Authority (GMCA). There are other works included in the programme for most of the projects, consisting of various Decent Homes and Fire and Building Safety works.
- 1.3 The project faced longer mobilisation timescales than anticipated and therefore the majority of spend will now take place in the next financial year. There is also a proportion of spend falling into 2025/26 as indicated within the SHDF Council bid baseline spend profile and so an apportioned level of costs have been allocated against schemes to reflect this. As a result, a total of

£9.7m has been reprofiled into future years.

Asset Management Programme

- 1.4 The Asset Management Programme (AMP) is the Council's annual, prioritised programme of capital replacement for operational property. The programme is citywide and includes libraries, galleries, family centres, offices, property in parks and cemeteries, leisure/cultural centres and landlord liabilities. Works are prioritised using data on the condition of property, through service usage and through inspection to ensure statutory responsibilities for all operational properties are met. The programme supports key strategic initiatives including service provision, employment, health and well-being and carbon efficiency.
- 1.5 The 2022/23 programme continues the implementation of capital replacement for high footfall properties designed during 2021/22 including the National Football Museum, Sportcity Tennis Centre, MCDA (Sharp and Space) and the City Art Gallery. The programme includes essential replacement works to several highly used and vulnerable properties including leisure centres, libraries, community centres and heritage properties.
- 1.6 The Asset Management Programme expenditure will be significantly less than budgeted. Delays in contractors commencing on various Early Years sites, together with ongoing design and asbestos related complications have contributed to this. Works on Chorlton Library cannot commence until a temporary alternative 'pop-up' library is operational. This requires Building Control approval which is now imminent but has caused delay. As a result, a total of £7.8m will be reprofiled into next financial year.

Northern/Eastern Gateway Walking and Cycling Scheme

- 1.7 The Northern/Eastern Gateway project will deliver a continuous walking and cycling route, linking neighbourhoods in the north and east to the fringe of the city centre. Work has already commenced with construction at Pollard Street to Redhill Street ongoing. A new tranche of funding has been approved to complete the construction of a new bridge over the Ashton Canal and two Cyclops junctions at junction of Rochdale Road/ Thompson Street and Oldham Road/Thompson Street with a segregated cycle lane along Thompson Street. There have been some initial delays in finalising the agreement of a lease for the Ashton Canal Bridge works, with work now expected to commence in March 2024 instead of January 2024. As a result, a total of £2.9m will be reprofiled into future years.

Highways Investment Programme (Other improvement works)

- 1.8 Within the Highways Investment Programme, the funding identified for the A34 (Corridor 1) works was deemed to be not sufficient to cover the whole corridor and so work was paused to rescope the deliverables for the project whilst working with TfGM to identify alternative funding opportunities. Due to the complexity of highways and development activity and more generally, strategic transport plans, in the city centre it has been necessary to undertake

additional work to ensure that the scope of the project aligns with other workstreams. The scope has now been defined and will be entering into design stages in Autumn 2023. A total of £1.8m will be reprofiled into future years.

Home Upgrade Grant 2

- 1.9 In December 2022, the Council were advised that they had been successful in their bid for £10.4m Home Upgrade Grant 2 (HUG2) funding from Government and a memorandum of understanding (MoU) was signed in February 2023.
- 1.10 This funding, to be delivered by the end of March 2025, provides grant to Local Authorities for owner occupied and private rented sector properties. These are required to be off gas grid, with low energy performance (EPC D-G). Taking a fabric first approach, the grant provides energy efficiency and clean heating upgrades to improve energy performance of properties. The grant levels are between £3k and £24k, dependent on property archetypes and characteristics, and the EPC requirements are generally that F-G homes are upgraded to at least EPC D and EPC D-E homes upgraded to Band C. To be eligible private landlords need to have a portfolio of 4 or less properties.
- 1.11 As at July, the project has only begun to materialise and works have been planned across a 30/70 split over the 2 financial years based on the project timings. Therefore, a total of £2.3m has been slipped into 2023/24.

Active Travel Fund Schemes

- 1.12 Active Travel Funding is government funding for cycling and walking schemes, to help promote healthy travel, reduce emissions and grow the economy. Alongside the environmental benefits, the intention is to ease congestion across the City, with people choosing more active choices that can benefit their mental and physical health and wellbeing. Planned works in the City Centre have been reprogrammed due to the Conservative Party Conference and the planned events in the City at Christmas. Works to Alan Turing Way have been pushed back due to delays in approving a funding agreement between the Council and TfGM. As a result, a total of £0.7m will be reprofiled into next financial year.

House of Sport

- 1.13 House of Sport is part of The Council's investment to attract future sporting bodies and strengthen its 'sporting campus' vision for the area of East Manchester within walking distance of the Etihad Stadium. The aspiration was to house multiple 'sporting' tenants within one building, supporting a collaborative, 'sporting campus' within this area of Manchester.
- 1.14 Works on the project are now complete. During the construction phase further invasive and detailed surveys were undertaken which highlighted several failings in the existing building including fire safety issues associated with existing fire stopping / fire compartmentation and fire dampers to ventilation

ducting. Additional funding was granted to rectify these failings, based on an estimate of the number of areas which would need attention. The extent and cost of necessary works was less than anticipated, resulting in a £0.6m underspend.

HOME Arches

- 1.15 The HOME Arches Project will transform three railway arches situated between HOME's building and Whitworth Street West into a talent development centre for artists of all ages, disciplines and stages of their careers.
- 1.16 The budget requires reprofiling of £0.5m into future years. This is mainly due to the delay in starting the project because of Network Rail issuing the Council with a license to occupy the Arches to carry out the works. This resulted in an increase in costs due to inflation, and so works could not commence until further budget approval had been agreed. This is now complete and construction started in May with the contract sealed by Legal in July. The scheme is on programme, with the pouring of concrete now started. Expected completion is May 2024.

Appendix C – Changes to Capital Budget since outturn

Report	Authority	Directorate	Project Name	Funding	2023/24	2024/25	2025/26	Future Years	Total
					£'000	£'000	£'000	£'000	£'000
Capital Outturn Report 2022/23					444,316	321,100	58,250	1,000	824,666
CP4 June Approval	Delegated	Private Sector Housing	Housing Affordability Fund	Capital Receipts	99				99
CP4 June Approval	Delegated	Children's Services	Basic need - unallocated funds	Government Grant		- 1,375			- 1,375
CP4 June Approval	Delegated	Children's Services	Burnage High School for Boys Expansion	Government Grant	1,120				1,120
CP4 June Approval	Delegated	Children's Services	Manchester Communication Academy Expansion	Government Grant	255				255
CP4 June Approval	Delegated	Growth & Development	Hammerstone Road Depot	Borrowing	3,516				3,516
CP4 June Approval	Delegated	Growth & Development	Carbon Reduction Programme	Borrowing	- 3,516				- 3,516
CP4 June Approval	Delegated	Highway Services	Parsonage Safer Streets	External Contribution	289				289
CP4 June Approval	Delegated	Highway Services	Parsonage Safer Streets	External Contribution		174			174
CP4 June Approval	Delegated	Neighbourhoods	Wythenshawe Hall Activation	Borrowing	49				49
CP4 June Approval	Delegated	Neighbourhoods	Parks Development Programme	Borrowing	- 49				- 49
CP4 June	Delegated	Neighbourhoods	Wythenshawe Forum Library	Borrowing					

Approval		oods			30				30
CP4 June Approval	Delegated	Neighbourhoods	Wythenshawe Forum Library	Government Grant	199				199
CP4 June Approval	Delegated	Neighbourhoods	Wythenshawe Forum Library	RCCO	20				20
CP4 June Approval	Delegated	Neighbourhoods	Parks Development Programme	Borrowing	- 30				- 30
June 28th Executive	Council	Public Sector Housing	Boiler replacement programme - SHDF	RCCO	2,550				2,550
June 28th Executive	Council	Public Sector Housing	Boiler replacement programme - SHDF	RCCO			11,545		11,545
June 28th Executive	Council	Public Sector Housing	Higher Blackley North Estate Int Works	RCCO			422		422
June 28th Executive	Council	Public Sector Housing	Higher Blackley North Estate Int Works	RCCO				258	258
June 28th Executive	Council	Public Sector Housing	Moston Braford & Charleston Whitebeck	RCCO	129				129
June 28th Executive	Council	Public Sector Housing	Moston Braford & Charleston Whitebeck	RCCO			17		17
June 28th Executive	Council	Public Sector Housing	Riverdale Sandyhill Court Various Works	RCCO	- 227				- 227
June 28th Executive	Council	Public Sector Housing	Riverdale Sandyhill Court Various Works	RCCO			403		403

June 28th Executive	Council	Public Sector Housing	Riverdale Sandyhill Court Various Works	RCCO			410		410
June 28th Executive	Council	Public Sector Housing	ERDF Heat Pumps	RCCO	550				550
June 28th Executive	Council	Public Sector Housing	Charlestown - Victoria Ave multistorey window replacement and ECW - Phase 1	RCCO	621				621
June 28th Executive	Council	Public Sector Housing	Charlestown - Victoria Ave multistorey window replacement and ECW - Phase 1	RCCO		950			950
June 28th Executive	Council	Public Sector Housing	Various Estate based environmental works	RCCO	250				250
June 28th Executive	Council	Public Sector Housing	Adaptations	RCCO	2,125				2,125
June 28th Executive	Council	Public Sector Housing	Adaptations	RCCO		475			475
June 28th Executive	Council	Public Sector Housing	Fire Risk Assessments	RCCO	921				921
June 28th Executive	Council	Public Sector Housing	Fire Risk Assessments	RCCO		521	-		- 521
June 28th Executive	Council	Public Sector Housing	Woodward Court external concrete repairs and Enveloping	RCCO		1,095			1,095
June 28th	Council	Public	One Off type work -	RCCO	900				

Executive		Sector Housing	rewires/boilers/doors						900
June 28th Executive	Council	Public Sector Housing	Stock Condition	RCCO	250				250
June 28th Executive	Council	Public Sector Housing	Stock Condition	RCCO		250			250
June 28th Executive	Council	Public Sector Housing	Roach Court Roof Replacement works	RCCO	125				125
June 28th Executive	Council	Public Sector Housing	Compliance data system	RCCO	65				65
June 28th Executive	Council	Public Sector Housing	Strategic Voids	RCCO	350				350
June 28th Executive	Council	Public Sector Housing	Additional FRA actions	RCCO	240				240
June 28th Executive	Council	Public Sector Housing	Clifford Lamb Remedial Works	RCCO	425				425
June 28th Executive	Council	Public Sector Housing	Clifford Lamb Remedial Works	RCCO		2,875			2,875
June 28th Executive	Council	Public Sector Housing	Clifford Lamb Remedial Works	RCCO			300		300
June 28th Executive	Council	Public Sector	Sprinkler Programme	RCCO	75				75

		Housing							
June 28th Executive	Council	Public Sector Housing	Fire Safety Act works	RCCO	450				450
June 28th Executive	Council	Public Sector Housing	Anita/ George Lee Street / Ancoats Balconies	RCCO	194				194
June 28th Executive	Council	Public Sector Housing	External Fees	RCCO	250				250
June 28th Executive	Council	Public Sector Housing	Contingency	RCCO	1,000				1,000
June 28th Executive	Council	Public Sector Housing	Delivery Costs	RCCO			1,140		1,140
CP4 July Approval	Delegated	Highway Services	Charlestown Pedestrian Crossing ITB	External Contribution	150				150
CP4 July Approval	Delegated	Growth & Development	Carbon Reduction Programme	Borrowing	- 243				- 243
CP4 July Approval	Delegated	Growth & Development	Public Sector Decarbonisation Scheme	Borrowing	243				243
CP4 July Approval	Delegated	Growth & Development	Public Sector Decarbonisation Scheme	Government Grant	- 973				- 973
July 26th Executive	Executive	Growth & Development	The Factory (Build)	Borrowing	8,082				8,082
July 26th	Executive	Growth &	The Factory (Build)	Government	620				

Executive		Development		Grant					620
July 26th Executive	Executive	Growth & Development	St Johns (Public Realm)	Borrowing	- 782				- 782
July 26th Executive	Executive	Growth & Development	St Johns (Public Realm)	Capital Receipts	1,100				1,100
July 26th Executive	Executive	Public Sector Housing	Local Authority Housing Fund	Government Grant	1,120				1,120
July 26th Executive	Executive	Public Sector Housing	Local Authority Housing Fund	Capital Receipts	1,380				1,380
July Delegated Increase	Delegated	Highway Services	Alan Turing Way Active Travel Fund	External Contribution	545				545
July Delegated Increase	Delegated	Highway Services	Alan Turing Way Active Travel Fund	External Contribution			202		202
July Delegated Increase	Delegated	Highway Services	Northern/Eastern GW Walking and Cycling scheme	External Contribution				713	713
July Delegated Increase	Delegated	Childrens Services (Excl. BSF)	Rushbrook Primary Academy – 2024 SEN Unit	Government Grant	200				200
July Delegated Increase	Delegated	Childrens Services (Excl. BSF)	Basic need - unallocated funds	Government Grant				- 3,578	- 3,578
July Delegated	Delegated	Childrens Services	Rushbrook Primary Academy – 2024 SEN Unit	Government Grant			335		335

Increase		(Excl. BSF)							
July Delegated Increase	Delegated	Childrens Services (Excl. BSF)	Our Lady's RC High School 2024 Expansion	Government Grant	1,000				1,000
July Delegated Increase	Delegated	Childrens Services (Excl. BSF)	Our Lady's RC High School 2024 Expansion	Government Grant		2,043			2,043
CP4 August Approval	Delegated	Childrens Services (Excl. BSF)	Basic need - unallocated funds	Government Grant		- 12,112			- 12,112
CP4 August Approval	Delegated	Childrens Services (Excl. BSF)	Manchester Communication Academy 2024 Expansion	Government Grant	1,400				1,400
CP4 August Approval	Delegated	Childrens Services (Excl. BSF)	Manchester Communication Academy 2024 Expansion	Government Grant		6,000			6,000
CP4 August Approval	Delegated	Childrens Services (Excl. BSF)	Manchester Communication Academy 2024 Expansion	Government Grant			1,000		1,000
CP4 August Approval	Delegated	Childrens Services (Excl. BSF)	The East Manchester Academy 2024 Expansion	Government Grant	1,000				1,000
CP4 August Approval	Delegated	Childrens Services (Excl. BSF)	The East Manchester Academy 2024 Expansion	Government Grant		2,712			2,712
CP4 August Approval	Delegated	Growth & Development	Carbon Reduction Programme	Borrowing	- 76				- 76
CP4 August Approval	Delegated	Growth & Development	Carbon Reduction Programme	Borrowing		- 1,079			- 1,079

CP4 August Approval	Delegated	Growth & Development	Public Sector Decarbonisation Scheme	Borrowing	1,155					1,155
CP4 August Approval	Delegated	Growth & Development	Public Sector Decarbonisation Scheme	Government Grant	260					260
Total Budget Adjustment Approvals					473,675	333,122	60,931	1,000	868,726	

Appendix D – Proposed Capital Budget Adjustments

Dept	Scheme	Funding	2023/24	2024/25	2025/26	Future	Total
			£'000	£'000	£'000	£'000	£'000
Council Approval Requests							
Aviva Studios	The Factory International	Borrowing	22,239				22,239
Corporate Services	Our New Finance & HRODT System	Capital Fund	1,766	7,854	5,079	2,664	17,363
Neighbourhoods	Manchester Aquatic Centre (MAC)	Borrowing	640				640
Growth & Development	Piccadilly Garden Design Phase	Borrowing	782				782
							-
							-
Total Council Approval Requests			25,427	7,854	5,079	2,664	41,024
Executive Approval Requests							
ICT	Digitising Registrars Certificates	Borrowing reduction, funding switch via Capital Fund	-244				-244
ICT	Manchester ContrOCC Client Finance Portal (CFP) and Online Financial Assessments	Borrowing reduction, funding switch via Capital Fund	-92				-92

	(OFA) Resources					
ICT	Adults Care Management System	Borrowing reduction, funding switch via Capital Fund	-258			-258
Public Sector Housing	Collyhurst	Capital Receipts	993	2,700		3,693
Private Sector Housing	Collyhurst	Capital Receipts	-993	-2,700		-3,693
						-
Total Executive Approval Requests			-594	0	0	0
Total Budget Adjustment Approvals			24,833	7,854	5,079	2,664
						40,430

Appendix E – Prudential Indicators July 23

No	Prudential Indicator	Target		As at end July 23	Target Breached Y/N	
			£m	£m		
1	Estimated Financing Costs to Net Revenue Stream		5.49%	5.49%	N	
2	Forecast Capital Expenditure	Non – HRA	400.1	371.3	N	
		HRA	73.6	60.5	N	
		Total	473.7	431.8	N	
3	Forecast Capital Financing Requirements ¹	Non – HRA	1,854.7	1,827.5	N	
		HRA	321.8	301.8	N	
		Total	2,176.5	2,129.3	N	
4	Authorised Limits for External Debt	Borrowing	1,825.1	1,183.4	N	
		Other Long-Term Liabilities	190.0	136.6	N	
		Total	2,015.1	1,320.0	N	
5	Operational Boundaries for External Debt	Borrowing	1,620.5	1,183.4	N	
		Other Long-Term Liabilities	190.0	136.6	N	
		Total	1,810.5	1,320.0	N	
6	Upper Limits for Principal Sums Invested for over 364 days.		0	0	N	
			<i>Upper Limit</i>	<i>Lower Limit</i>		
7	Maturity Structure of Borrowing	under 12 months	70%	0%	19%	N
		12 months and within 24 months	60%	0%	14%	N
		24 months and within 5 years	40%	0%	7%	N
		5 years and within 10 years	50%	0%	19%	N
		10 years and above	80%	30%	41%	N

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**Manchester City Council
Report for Resolution**

Report to: Executive – 13 September 2023

Subject: Hackney Carriage Fare Review 2023

Report of: Strategic Director (Growth and Development)

Summary

In its capacity as advisor to the Executive on Hackney Carriage fares, the Licensing and Appeals Committee considered a report at its meeting on 17 July 2023, which set out all the relevant information in relation to a full Hackney Carriage Fare Review.

This report provides the Executive with the information considered by the Licensing and Appeals Committee in respect of that review along with its recommendation.

Recommendations

- (1) The Executive is recommended to:
 - Increase the unit cost per mile on all tariffs by 8%
 - Increase the waiting time fare by 23%
 - Increase the Day flag tariff to £3.40
 - Increase the Night flag tariff to £3.80
 - (2) The Executive is also asked to note the decision to make the acceptance of card payments mandatory in Hackney Vehicles.
-

Wards Affected: All

Environmental Impact Assessment - the impact of the decisions proposed in this report on achieving the zero-carbon target for the city

The Hackney Carriage Fares are determined by the City; therefore the City has a direct impact on the affordability of Hackney Vehicle proprietors to maintain and upgrade vehicles to emissions compliant and zero emissions capable vehicles.
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Manchester Strategy Outcomes	Summary of the contribution to the strategy
A thriving and sustainable City: supporting a diverse and distinctive economy that creates jobs and opportunities	The Hackney Carriage Fares should take into account the associated costs of running and maintaining a business as a Taxi proprietor. Fares that accurately reflect those costs support security in driver jobs and the effective maintenance of vehicles.

<p>A highly skilled city: world class and home-grown talent sustaining the city's economic success</p>	<p>Maintaining fares reflective of the business running costs helps ensure the Hackney Carriage industry can attract and retain drivers; and in turn ensure the Council can attract high quality applicants who can invest in the vocation long term.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>The Fares should be set at a level that supports the City's ambition to remain an affordable destination to live, visit and work; supporting business and accessible travel as part of the wider transport network.</p>
<p>A liveable and low carbon city: a destination of choice to live, visit and work.</p>	<p>The Hackney Carriage Fares should take account of the associated costs of running and maintaining a business as a Taxi proprietor. Fares that accurately reflect those costs support investment in cleaner vehicles, and in turn a higher quality fleet that provides a better service for those living, visiting and working in the City.</p> <p>The Fares should also be set at a level that supports the City's ambition to remain an affordable destination to live, visit and work; supporting business and accessible travel as part of the wider transport network.</p>
<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<p>Ensuring the Hackney Trade remains financially viable, supports the Hackney industry in Manchester so that we can continue to offer an essential fully accessible service at key transport interchanges and ranks around the City, supporting the wider transport network and businesses.</p>

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

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Background documents

Hackney Carriage Fare Review 2023 – Report to Licensing and Appeals Committee
17 July 2023

Hackney Carriage Fare Review 2022 - Reports to Licensing and Appeals Committee
(September 2022) and Executive (October 2022)

Request for Temporary Hackney Carriage Fuel Surcharge – Report to Licensing and
Appeals Committee June 2022

Hackney Carriage Fare Review 2017 – reports to Licensing and Appeals Committee
(April 2017) and Executive (June 2027)

Review of methodology for calculating the Hackney Carriage Fares – reports to
Licensing and Appeals Committee (Jan 2013 and Nov 2014)

Manchester Halcrow Formula

Relevant Sections of the Local Government (Miscellaneous Provisions) Act 1976

Relevant Sections of the Town Police Clauses Act 1847

1.0 Introduction

- 1.1 The Council has the authority (under Section 65 of the Local Government (Miscellaneous Provisions) Act 1976) to fix the *maximum* fare/rate that Hackney Carriages can charge within the district for time and distance, as well as other charges in connection to the hire of a hackney carriage vehicle.
- 1.2 There is no set formula for calculating Hackney carriage fares and the legislation does not limit the Council in the external factors it may take into consideration, nor the amount by which it may vary the fare tariff (subject to reasonable decision making).
- 1.3 Under the Council's constitution, Hackney fares are determined by the Executive. The Licensing and Appeals Committee act in an advisory capacity to the Executive in relation to the fare review.
- 1.4 On 17 July 2023, the Licensing and Appeals Committee considered a report detailing a review of the Hackney Carriage Fares. This report sets out the information considered by the Licensing and Appeals Committee and its recommendations to the Executive in relation to the Hackney Carriage Fares.

2.0 Background

- 2.1 The Executive last reviewed the Hackney Fares in October 2022.
- 2.2 Earlier this year, GMB and Unite the Union representatives approached the Council to raise their concerns about the efficacy of the last review (particularly in relation to the estimated vehicle costs); the challenge for proprietors in being able to afford maintaining and replacing older vehicles in the current economic climate; and to request a further consideration of the fare tariffs in order to closer align with comparative cities and support the Hackney trade in Manchester to maintain a reasonable income.
- 2.3 Since the October 2022 report, numerous other local authorities have further reviewed their Hackney fares and as a result Manchester is now at position 161 out of 344 local authorities ranked by the cost of a 2-mile journey on Tariff One¹. As many authorities have the same fare however (and discounting the airports tariffs) in real terms Manchester is joint 39th out of 81 different fare tariffs. Either way, Manchester is sitting around halfway on the league table which may be considered fairly low for a major city.
- 2.4 Members are reminded that we require high standards of our Hackney Carriage Vehicle proprietors (only purpose-built Hackney vehicles with all the accessibility features we require in our policy, emissions compliance and high frequency testing), therefore their costs will be among some of the highest in the country. There are also very few vehicles that conform with the policy available to purchase. The only real option available to purchase as new are LEVC vehicles which can be around £90,000 including finance interest.

¹ Source: Private Hire & Taxi Monthly - <https://www.phtm.co.uk/taxi-fares-league-tables>

- 2.5 GMB and Unite representatives outlined how fewer drivers are working within the Hackney trade, particularly at night. Whereas most of the licensed Hackney vehicle fleet used to have two drivers ‘tracking’ the vehicle on day and night shifts, the most common operating model now is for one driver only to work much longer hours on one vehicle, and trade reps pointed to the comparatively low fares as a key factor in the reduction of drivers (particularly on night shifts) post pandemic.
- 2.6 This assertion is borne out in the figures with the number of Manchester licensed Hackney drivers reducing by 214 in the last 12 months alone and by a further 178 the 12 months prior to that; making 392 fewer Hackney drivers since 2021. Officers also observe that there are fewer Hackneys working within the Night-Time Economy in Manchester post pandemic.
- 2.7 The current methodology used in Manchester for calculating the fares has now been in place for over a decade and the 2022 review highlighted the sensitivity of the current formula to any significant changes in data components or assumptions that reflect policy or market changes, as well as the challenge in obtaining accurate and localised running cost data. Given the scale of work required to conduct a more comprehensive review of the methodology itself, officers have prepared this report pending that fuller review, to enable the Committee to consider the trade request for an increase in the fares, with up-to-date comparison data.

3.0 Mandatory acceptance of card payments

- 3.1 The Licensing and Appeals Committee also considered a recommendation to make it mandatory for all Manchester licensed Hackney Carriages to accept card payments (should this be the customer’s preferred method of payment).
- 3.2 As we increasingly become a cashless society, many customers would prefer to pay via card when undertaking journeys on any form of public transport. Many within the trade consider this a major factor in passengers choosing private hire options over Taxis.
- 3.3 Requiring acceptance of card payments will be particularly helpful to support safe egress in the night-time economy when customers may not have easy access to cash or could have lost any other means to pay other than their mobile device. It would also reduce the number of issues marshals have to manage on the ranks as many arise from a passenger being unable to pay in cash.
- 3.4 There is a consensus among all Hackney Trade representatives in support of this move. Drivers currently have to incur the cost of any fees related to the use of the card payments and machines for each transaction. This has historically been a deterrent for drivers to use this facility voluntarily. In order to ensure that drivers/vehicle owners do not continue to bear the financial burden, these costs have been accounted for in the recommended increase to the initial flag fare, as outlined in section 4 below.

3.5 The Licensing and Appeals Committee determined to make it a mandatory requirement that all Manchester licensed Hackney Carriage vehicles are able to accept card payments should this be the preferred method of payment.

4.0 2023 Hackney Carriage Fare Review

4.1 The source data used in last year's review was from July 2022.

4.2 Whilst we do not know how much on average licensed Hackney Drivers earn, the best indicative data we have available (based on the miles conducted, best estimates of running costs we have to work from and understanding of operating models) would suggest that drivers are earning significantly less than the £33,280 average salary of a full-time employee according to ONS data.²

4.3 The Consumer Prices Index and Housing costs (CPIH) has been used by the Council since 2012 as one of several considerations when reviewing the Hackney fares. The CPIH change from July 2022 to May 2023 (latest data set available for the report to Licensing & Appeals Committee) was 7.9%.

4.4 Officers propose that in lieu of other agreed methodology for reviewing the fares at this time, the Council could use the simpler application of the CPIH. If we apply a rounded 8% uplift to the current unit cost per mile, this will result in the following changes:

	Tariff 1 (Day)		Tariffs 2 & 3 (Night and Public Holidays)	
	Current	8% increase	Current	8% increase
Unit Cost £ per mile	£2.42	£2.61	£3.22	£3.48
Yardage meter turnover	145.50yds	134.70yds	109.27yds	101.20yds

4.5 Within each fare tariff, there is an initial 'flag fare'. The current flag fares are as follows:

- Tariff 1 - £2.60 (for first 381.1 yards)
- Tariffs 2 & 3 - £3.00 (for first 230.39 yards)

4.6 Whilst the flag fares were increased in 2022, it is important to note that this was the first increase on the flags for 15 years.

4.7 In order to bring the flags more in line with other authority areas and support the trade when undertaking very short journeys within the city boundary, it is suggested that the flag rates be adjusted again this year. This may also help

²

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletin/annualsurveyofhoursandearnings/2022>

to reduce the number of complaints received by passengers with regards to drivers trying to agree a fixed fare for a short journey around the city.

4.8 The following flag rate proposals include a general uplift, plus an additional 20p to cover the cost of accepting card payments which was mandated by the Licensing and Appeals Committee on 17 July 2023:

- Tariff 1 – initial flag from £2.60 to £3.40
- Tariffs 2 & 3 – initial flag from £3.00 to £3.60

4.9 The proposed changes to the flag and the unit cost per mile would result in overall changes to journey costs as follows:

Cost	Tariff 1 (Day)		Tariffs 2 & 3 (Night and Public Holidays)	
	Current	Proposed	Current	Proposed
1 mile journey	£4.80	£5.80	£6.00	£6.80
2 mile journey	£7.00	£8.20	£9.20	£10.30
5 mile journey	£14.40	£16.20	£20.00	£20.80
10 mile journey	£26.60	£29.20	£35.00	£38.00

4.10 Waiting Time

The Executive may recall that the waiting time tariffs were kept static in 2022. The last time the waiting time tariffs were amended was 2012. The trade understand that the Council has to balance the needs of the trade and that of the travelling public but remain dissatisfied that there was no increase applied to the waiting tariffs at the 2022 review and that they have had no increase now for over 10 years.

4.11 In considering the options available to the Council and how Manchester compares to other major cities, the Licensing and Appeal Committee have recommended applying the 23% uplift that was not applied in 2022 to both the day and night waiting tariffs. The proposal would result in increased fares as follows:

WAITING TIME	Tariff 1 (Day)		Tariffs 2 & 3 (Night and Public Holidays)	
	Current	Proposed	Current	Proposed
1 hour cost	£18.60	£22.80	£24.60	£30.20
Seconds per 20p increment	38.89 secs	31.57secs	29.29 secs	23.84 secs

- 4.12 Officers support this change as it is comparable with other major cities and is a reasonable approach given the conflicting objectives the City has to ensure the fares are set at a level that enables the trade to invest in vehicles and maintain a reasonable income in the ongoing cost of living crisis, whilst ensuring that passengers costs also remain reasonable.

5.0 Comparisons with other core cities and GM districts

- 5.1 It is important to note that there is no consistent or preferred methodology for calculating hackney fares among local authorities. Manchester has historically looked to the London model but today this also differs quite widely from the Manchester-Halcrow formula. TfL employ a great deal of resource to compile extensive data and produce reports over 200 pages long in consideration of their tariffs. By comparison other local authorities have never used any particular methodology to estimate running costs, preferring instead to apply a percentage increase as negotiated with their trade at agreed intervals.
- 5.2 Whilst this must be borne in mind when comparing the tariffs across authorities and the national league table; comparing fares will also provide a good reflection of the wider market and those authority areas where hackneys are likely to be conducting similar mileage will provide a good indicator of comparable earnings.
- 5.3 **Appendix 1** provides the Executive with a comparison of the cost of a 2-mile journey on both day and night tariffs in other core cities and GM authorities.
- 5.4 **Appendix 2** provides the Executive with the comparative costs for waiting times.

6.0 Licensing and Appeals Committee Recommendation

- 6.1 During the meeting on 17 July 2023, the Committee heard from several trade representatives. In summary the feedback was:
- Overall support for increasing the fares in line with other major cities
 - One representative stated their association members were concerned about the flag tariff increasing, though 3 other trade reps supported the proposal
- 6.2 Upon full consideration of the report and the submissions made by trade representatives, the Licensing and Appeals Committee made the following recommendation to the Executive in respect of the Fares:
1. Increase the unit cost per mile on all tariffs by 8%
 2. Increase the waiting time fare by 23%
 3. Increase the Day flag tariff to £3.40
 4. Increase the Night flag tariff to £3.80

7.0 Timeline for Implementation

7.1 The table below outlines the possible timetable for implementation of any changes to the Hackney Carriage Fares:

13 September 2023	Executive
15 September 2023	Public Notice in MEN 14-day consultation period
29 September 2023	End of consultation period.
2 October 2023 onwards	If no objections received, new fares take effect (following recalibration of meters)
23 October 2023	If objections are received; Licensing and Appeals Committee consider objections

8.0 Conclusion and Recommendations

8.1 The report sets out the relevant information the Executive needs in determining the Hackney Carriage Fares for 2023.

8.2 The Licensing and Appeals Committee in its advisory capacity to the Executive considered a report on 17 July 2023 and makes the recommendation set out in 6.2 of the report.

8.3 The Executive has the authority to:

- Apply *all, part or none* of the recommended amendments to the Fare Tariff
- Apply any additional amendment(s) it determines as appropriate

8.4 The Executive is asked to note the decision to make acceptance of card payments in Manchester licensed Hackney Carriages mandatory.

9.0 Contributing to a Zero-Carbon City

9.1 The Hackney Carriage Fares are determined by the City; therefore the City has a direct impact on the affordability of Hackney Vehicle proprietors in maintaining and upgrading vehicles to emissions compliant and zero emissions capable vehicles.

10.0 Contributing to the Our Manchester Strategy

10.1 (a) A thriving and sustainable city

The Hackney Carriage Fares should take into account the associated costs of running and maintaining a business as a Taxi proprietor. Fares that accurately reflect those costs support security in driver jobs and the effective maintenance of vehicles.

10.2 (b) A highly skilled city

Maintaining fares reflective of the business running costs helps ensure the Hackney Carriage industry can attract and retain drivers; and in turn ensure the Council can attract high quality applicants who can invest in the vocation long term.

10.3 (c) A progressive and equitable city

The Fares should be set at a level that supports the City's ambition to remain an affordable destination to live, visit and work; supporting business and accessible travel as part of the wider transport network.

10.4 (d) A liveable and low carbon city

The Hackney Carriage Fares should take account of the associated costs of running and maintaining a business as a Taxi proprietor. Fares that accurately reflect those costs support investment in cleaner vehicles, and in turn a higher quality fleet that provides a better service for those living, visiting and working in the City.

The Fares should also be set at a level that supports the City's ambition to remain an affordable destination to live, visit and work; supporting business and accessible travel as part of the wider transport network.

10.5 (e) A connected city

Ensuring the Hackney Trade remains financially viable, supports the Hackney industry in Manchester so that we can continue to offer an essential fully accessible service at key transport interchanges and ranks around the City, supporting the wider transport network and businesses.

11. Key Policies and Considerations

11.1 (a) Equal Opportunities

Whilst we do not have exact demographic data (as we do not collect this data as part of the licensing process), we know from our customer interactions that a significant majority of Hackney Carriage licence holders are from BAME communities. We also know that members of the BAME community (and communities in the North-West), were disproportionately impacted by the pandemic.

Hackney Carriages also provide key accessible transport for passengers with mobility issues or other disabilities and must remain a viable option for these key affected groups. Hackney Carriage proprietors also need the income to be able to invest in purpose-built accessible vehicles which have increased in cost substantially over recent years.

11.2 (b) Risk Management

No further considerations for this report.

11.3 (c) Legal Considerations

No further considerations for this report.

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Core Cities & GM Fare Comparison on a 2 mile journey

Data source: Individual Authority Fare Cards & Private Hire & Taxi Monthly – July 2023

Core City	Place in National League table	Tariff 1 (Day)		Tariff 2 (Night)		Last Reviewed
		Flag	2 Miles	Flag	2 miles	
London	1 st	£3.80	£10.80	£3.80	£12.40	2023
Leeds	Joint 10 th	£3.60	£8.40	£4.00	£10.00	2022
Edinburgh	Joint 10 th	£3.60	£8.40	£4.80	£9.90	2023
Glasgow	Joint 12 th	£3.40	£8.20	--	--	2023
Manchester proposed	Joint 12 th	£3.40	£8.20	£3.60	£10.30	
Nottingham	Joint 17 th	£2.00	£8.00	£2.00	£8.40	2022
Cardiff	Joint 25 th	£3.50	£7.50	£3.50	£8.50	2022
Birmingham	Joint 26 th	£3.20	£7.40	£3.20	£8.00	2022
Portsmouth	Joint 32 nd	£4.00	£7.20	£4.00	£7.80	2022
Bristol (*proposed 2023)	Joint 39 th	£2.80	£7.00 (*£7.80)	£3.40	£8.20 (*£8.80)	2022
Manchester current	Joint 39 th	£2.60	£7.00	£3.00	£9.20	2022
Liverpool	Joint 42 nd	£3.00	£6.80	£3.75	£7.75	2023
Sheffield	Joint 47 th	£2.60	£6.70	£3.10	£7.20	2022
Newcastle	Joint 59 th	£2.20	£6.20	--	--	2022

NB. Fare Tariffs vary across the country in terms of number of applicable tariffs and the times they apply to so closest match has been used for 'Night rate'
 -- denotes information could not be found online

GM	Tariff 1 (Day)		Last Reviewed
	Flag	2 Miles	
Manchester Proposed	£3.40	£8.20	2022
Tameside	£2.50	£7.50	2022
Stockport	£3.00	£7.20	2023
Oldham	£1.60	£7.10	2022
Manchester Current	£2.60	£7.00	2022
Bury	£2.50	£6.90	2022
Trafford	£2.20	£6.80	2022
Wigan	£3.00	£6.80	2023
Salford	£2.80	£6.00	2022
Bolton	£2.20	£6.00	2020
Rochdale	£2.40	£5.50	2022
Average 2 mile journey		£6.70	

Core Cities Comparison on a 1 hour waiting time

Data source: Individual Authority Fare Cards

City	Day	Night
London	£38.60	£48.80
Edinburgh	£33.60	£34.80
Cardiff	£27.00	£31.00
Manchester (Proposed)	£22.80	£30.20
Portsmouth	£20.60	£23.80
Bristol	£20.00	£25.20
Nottingham	£19.00	£21.00
Manchester (Current)	£18.60	£24.60
Leeds	£17.40	£17.80
Birmingham	£17.00	£19.50
Liverpool	£15.00	£18.75
Sheffield	£15.00	£15.00
Average	£22.00	£25.50

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**Manchester City Council
Report for Resolution**

Report to: The Executive – 13 September 2023

Subject: Manchester Piccadilly SRF Addendum: East Village Central Framework

Report of: Strategic Director (Growth & Development)

Summary

This report informs the Executive of the outcome of a public consultation exercise with residents, businesses and stakeholders, on the draft East Village Central Framework. This is an addendum to the Manchester Piccadilly Strategic Regeneration Framework (SRF). The report also seeks the Executive's approval of the East Village Central Framework.

Recommendations

The Executive is recommended to:

- (1) Note the outcome of the public consultation on the East Village Central Framework.
 - (2) Approve the East Village Central Framework, as an addendum to the Manchester Piccadilly SRF, and request that Planning and Highways Committee take the framework into account as a material consideration when considering planning applications for the area.
-

Wards Affected: Piccadilly

Environmental Impact Assessment - the impact of the decisions proposed in this report on achieving the zero-carbon target for the city

All future development proposals within the East Village Central area would need to be carefully considered in order to ensure that they contribute towards meeting the City's zero-carbon target. All construction would be required to meet the highest standards of sustainable development. Given East Village Central's highly accessible location within the city centre, near to national rail and regional Metrolink services at Piccadilly Station, and local bus services, it is inherently considered as a highly sustainable location for regeneration and development, with minimum car access anticipated.

The framework sets out proposals that seek to create a new mixed use commercial development, supporting the creation of a sustainable and accessible city centre neighbourhood. The development would secure a significant piece of high-quality public

realm, improving the ability of existing and future local communities to prioritise active travel modes.

All these factors are important contributions to acting on the climate change emergency declared by Manchester City Council, helping to reduce carbon emissions in line with policy aspirations to become a zero-carbon city by 2038.

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

The addendum outlines proposals to review the sites of Stocktons and Presbar Diecastings and how the area of land can be repurposed in a manner that maximises its contribution to the growth of the city centre.

The development of this site is capable of providing significant new commercial and residential space, creating jobs and opportunities open for all residents. The site would likely include leisure opportunities to create a sense of place and destination for new residents, workers, visitors and existing surrounding communities. The site would be made highly permeable, connecting neighbouring streets and communities with high quality and fully accessible open spaces and public realm.

Any future development proposals, such as development plots indicated in the draft framework, would be considered through future planning applications with full public consultations.

It is considered at this stage that the proposals do not impact any protected or disadvantaged groups.

Manchester Strategy outcomes	Summary of how this report aligns to the Our Manchester Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The comprehensive redevelopment of the East Village Central site would provide a major focus for new investment within the area. The draft framework would support direct employment opportunities through the creation of new commercial space and would underpin future economic growth via the provision of high-quality new homes within a distinctive neighbourhood. The development would support further population and jobs growth and assist in the attraction and retention of the talent required to support Manchester’s growth across a range of economic sectors. It could potentially provide 3,500 jobs for local people. The development would also act as a catalyst for further investment in the Piccadilly area and support investment in the wider Eastern Gateway.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	The regeneration of the whole Piccadilly area would contribute towards the continuing economic growth of the city, providing

	<p>additional job opportunities, at a range of skill levels, for local residents.</p> <p>The redevelopment of the East Village Central area would provide direct employment opportunities and meet housing demand from residents who wish to live within the regional centre. Development would also see the delivery of new high-quality areas of public realm, providing an enhanced environment for those living, working and visiting in the city.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities.</p>	<p>The proposals set out within the draft East Village Central Framework would support and stimulate regeneration within the wider Manchester Piccadilly SRF area and adjoining neighbourhoods including Ancoats and New Islington, the Ashton Canal Corridor, Holt Town and Lower Medlock Valley. The SRF proposals would assist in delivering the Manchester Housing Strategy and meet the growing demand for new homes in the city.</p> <p>The draft framework proposals would provide new public realm and public spaces, through high quality design, and uses that would provide positive amenity that local residents and adjoining neighbourhoods can benefit from.</p>
<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>The Manchester Piccadilly Strategic Regeneration Framework (SRF) provides an overall vision and framework for the regeneration of the Piccadilly area as a key gateway to the city, with a unique sense of place. Providing new, high quality commercial and residential accommodation and the public amenities including public realm, retail, and leisure opportunities, would create a desirable location in which to live, work and visit.</p> <p>Consistent with the Manchester Piccadilly SRF, the draft East Village Central Framework would support the delivery of a commercially-led, mixed use development. The site is extremely well served by public transport options given its city centre location and the creation of a new permeable layout and street pattern would focus on prioritising active travel modes such as walking and cycling, including enhancing links through the city centre to Central Retail Park and Eastlands. New</p>

	development would incorporate energy efficient technologies to reduce the carbon footprint of the city and create a neighbourhood that supports its residents through the delivery of high-quality public realm and a range of amenities.
A connected city: world class infrastructure and connectivity to drive growth	<p>The East Village Central area has exceptional accessibility to public transport due to its city centre location. In addition, the development would create and enhance access to safe active travel connections linking existing adjacent communities in Manchester Piccadilly, Central Retail Park and Eastlands, and the city centre's diverse range of uses and functions.</p> <p>The city's plans for the Piccadilly area, set out within the Manchester Piccadilly SRF, are to provide a world-class transport interchange that can act as a gateway to the city and city region.</p>

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

There are no financial implications arising directly from this report. The Council has some land-holdings within the draft East Village Central Framework area and at this stage the Council are not seeking to dispose of its land within this area.

Financial Consequences – Capital

There are no financial implications arising directly from this report.

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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:

- Report to Executive 11 September 2013 - High Speed 2 (HS2) Consultation and Manchester Piccadilly Strategic Regeneration Framework (SRF)
- Report to Executive 18 December 2013 - High Speed 2 (HS2) Manchester Piccadilly and Mayfield Strategic Regeneration Framework (SRF) Consultations
- Manchester Piccadilly Strategic Regeneration Framework (January 2014)
- Report to Executive 8 March 2017 - Manchester Piccadilly SRF Update: Portugal Street East Masterplan
- Report to Executive 7 March 2018 - Manchester Piccadilly Strategic Regeneration Framework Update 2018
- Manchester Piccadilly Strategic Regeneration Framework 2018
- Report to Executive 14 December 2022 - Manchester Piccadilly SRF Addendum: East Village Central Framework

1.0 Introduction

- 1.1 On 14 December 2022, the Executive endorsed, in principle, the proposals set out in the draft East Village Central Framework, which is an addendum to the Manchester Piccadilly Strategic Regeneration Framework (SRF) and requested that the Strategic Director for Growth & Development carry out a public consultation exercise on the addendum with local stakeholders. This report summarises the outcome of the public consultation.

2.0 Background

- 2.1 The Manchester Piccadilly SRF is a high-level document, covering a significant area, intended to offer a framework and set of principles, within which more detailed sub-area guidance and planning applications could come forward.
- 2.3 The site identified in the draft East Village Central Framework is centrally located within the Piccadilly SRF area. As well as contributing to the overall objectives within the Piccadilly SRF, the draft framework proposals have been developed to ensure that they will complement the wider economic priorities and regeneration strategy for the city centre.
- 2.4 The framework is being promoted by Stocktons, one of the key landowners. The Stockton's site is likely to be the first phase, with further development expected to come forward in line with the principles of the draft framework.

3.0 The Consultation Process

- 3.1 The consultation on the East Village Central Framework ran for 6 weeks from 14 February until 24 March 2023. The delay between the end of the public consultation and the SRF being brought before the Executive for approval has been necessary to enable some of the underlying design work in relation to the proposed first phase of development covering the site of Stocktons Furniture to be refined and discussed with the MCC planning team.
- 3.2 Consultation letters and emails were sent to 989 addresses. This included:
- Local residents living within the study area consultation boundary plans, as well as businesses in the area.
 - Local ward councillors.
 - Key local organisations, including landowners, community or services groups and key occupiers.
 - Statutory bodies.
- 3.3 An updated East Village Central Framework consultation webpage was hosted on the Council website, providing details of the addendum and download links to relevant documents.
- 3.4 Consultation letters and emails provided the weblink to the consultation page as well as details of how feedback could be provided, which included an email and postal address.

4.0 Consultation Comments

- 4.1 The consultation has received 7 responses. The breakdown of which includes:
- One person who describes themselves as a key stakeholder.
 - One person who describes themselves as from a national charity.
 - One person who describes themselves as from a statutory body
 - Four people who describe themselves as local residents, with one of these people stating that they represent the agreed views of 72 local residents, providing addresses for those residents.

- 4.2 The main points raised in response to the consultation are summarised below.

Name change and accessibility

- 4.3 A national charity asked for an urgent name change, as “East Village” is similar to the neighbouring “Manchester’s Gay Village”, also commonly known as “The Village”. The charity also expressed concerns around the accessibility of this new development to people with protected characteristics. A request was also made for an extension to the consultation date.

Use & Design

- 4.4 One local resident expressed concern relating to the addition of more commercial development in this location, highlighting that there is space in the area that is currently not being used. A request was also made for more public amenities, including greater choice of supermarkets.
- 4.5 A further resident expressed concern about the location of the commercial development and stated that the proposed residential accommodation should be for local people.
- 4.6 The response submitted by a local resident, on behalf of themselves and other residents, expressed general support for the principle of development and the need for regeneration, including the provision of commercial, retail and green space. However, they felt that greater consideration should be given to the preservation of historic assets, particularly the Victorian facades along Store Street and expressed concern about the location of the 40-45 storey tower, in relation to the Oxygen Tower. Specifically:
- The scale of the tower would not be in keeping with the character with Piccadilly, Ancoats or New Islington, which is mostly low-rise or at least generally below 15 storeys. Whilst acknowledging that the Oxygen Tower is 32 storeys.
 - The narrowness of Store Street resulting in the building being very close to the Oxygen Tower, causing loss of light and privacy and noise nuisance; in addition to significant disruption throughout construction.
 - Design should consider reducing the height of the tower and setting it further back within the site, to create some separation from the Oxygen Tower.

Green space

- 4.7 One resident respondent requested that more green space be included within the proposals.

Key Stakeholder Response

- 4.8 The key stakeholder has a significant interest in the site and is currently providing mixed-use facilities on a temporary basis. They object to the current proposals based on the following reasons:
- The lack of engagement with MCC which meant they were unable to feed into the development of the SRF.
 - The SRF does not interrogate the long-term regeneration prospects of the area.
 - The 50:50 split of commercial and residential uses is overly prescriptive and is difficult to understand how the proposed 50:50 land use across the area might best be achieved.
 - Where there are significant level changes, four pedestrian routes from Store Street to Ducie Street have been identified which would require significant groundbreaking to deliver in an accessible and equitable manner. No comprehensive assessment of connectivity across the area has been undertaken.

Statutory Consultee – United Utilities

- 4.9 United Utilities highlighted that any proposals should consider any impacts on their assets, the incorporation of surface water management and the integration of efficiency measures. They requested they be consulted and engaged as the development moves forward. Specific points included:
- The need to consider landscaping proposals, including level changes and proposed crossing points with their assets (which will need to be agreed).
 - Avoiding planting new trees and landscaping too close to their assets
 - Explore opportunities to integrate Shooters Brook culvert.
 - The need for further detail on, and full consideration of, flood risk.
 - How water efficiency measures can be incorporated into the future detailed design of the site.

5.0 Response to Comments

Name change and accessibility

- 5.1 East Village Central is the name given to the area in the Manchester Piccadilly SRF, which has already been consulted on and agreed. It will be different in character and purpose to the Village, centred on Canal Street. It is, therefore, felt that it is appropriate to keep this name for the purposes of the SRF.

Use & Design

- 5.2 Despite the recent COVID-19 Pandemic, Manchester City Centre remains a strong business destination. The city centre is the region's economic hub, providing a strategic employment location, with a significant growing population. Businesses continue to be attracted to the city - over 1m sq ft of office space was let in Manchester in both 2021 and 2022 (close to the amount let in 2019 before the pandemic).
- 5.3 Intelligence from office agencies highlights that business are increasingly seeking new, high quality (Grade A) office space, with the highest environmental credentials, which can provide the best working environment for their staff. There is currently a shortage of new, Grade A office space, highlighted by the fact that office vacancy rates have reduced to around 3%. Additional new, quality office space is, therefore, needed for Manchester to remain competitive as an attractive location for businesses, and to attract new jobs and growth to the city, particularly crucial in the current economic climate.
- 5.4 The proposals for this site include a broad mix of uses including commercial and office space. Introducing new commercial developments to the site will generate a variety of job, training and apprenticeship opportunities that will benefit local residents. During both construction and operational phases, these opportunities are projected to create approximately 3,500 jobs on this site.
- 5.5 Detailed proposals for the development of the site would be subject to a comprehensive planning application which would be accompanied by a suite of assessments which would consider issues such as overshadowing, privacy and construction impacts. Some of the effects could be designed out and others could be addressed using tried and tested forms of mitigation (such as Construction Environmental Management Plans in relation to the construction phase) to avoid or minimise the effects of the development. The acceptability or otherwise of the detailed proposals would also be considered by statutory consultees and/or Council officers in the determination of the application.
- 5.6 Detailed proposals would be subject to extensive testing in respect of wind microclimate to ensure that no unacceptable effects resulted. The conclusions of the testing would be presented as part of the planning application and assessed by officers in the determination of the application. Suitable mitigation would be required if necessary and could be secured by condition.
- 5.7 The SRF is intended to guide future delivery of the SRF area and is not intended to be overly prescriptive. A design analysis has taken place to inform aspects of the design such as height and it reflects the context provided by the Oxygen Tower but more detailed consideration will take place in the context of the preparation of a planning application for future development and a robust justification for all aspects of the design will need to be provided with the application. This will enable officers to consider the acceptability of the height and other important design considerations.

- 5.8 The vision for the site in the SRF complements the regeneration proposals to Central Retail Park, located on the opposite side of Great Ancoats Street. The Central Retail Park SRF provides for a new commercial district, with the ability to attract new businesses and talent to Manchester, to support the ongoing growth of the city centre, along with a new park and public realm and a range of amenity uses to serve the local community.
- 5.9 There is a strong rationale for development of greater height being concentrated along Great Ancoats Street, a wide street fronted by buildings of significant mass and scale, to enable the development at an appropriate density at an inherently sustainable location, whilst stepping down towards Ducie Street, an area characterised by an established tight urban grain and buildings of less significant scale.
- 5.10 The SRF recognises that two of the buildings that make up the Stockton's Furniture Store site, which front on to Store Street, have heritage value and are identified as non-designated heritage assets. Any proposals for this area of the site would be subject to a full Heritage Statement as part of the planning process.
- 5.11 The SRF establishes a 50:50 split between commercial and residential development, which will provide a very significant residential opportunity in the area, helping to meet significant demand in the city. The mix of residential offer will be subject to future planning applications.

Green Space

- 5.12 In response to the request to develop more green space, the Council is committed to investing in significant new public realm across the city centre, as well as a number of established city centre parks and gardens. New quality public realm space is being included within new developments, as well as the more significant construction of new public parks, both in the local neighbourhood and more widely across the city centre. A key objective of the draft East Village SRF is to provide a substantive quantum of accessible public and green space surrounding the development.
- 5.13 Proposals for Central Retail Park, located on the opposite side of Great Ancoats Street, include the provision of a new central green space, creating a green corridor through the site. These proposals will significantly expand the green space provided by Cotton Field Park and better link it to Great Ancoats Street and the East Village Central area.
- 5.14 The new Mayfield Park is within walking distance of the East Village Central area, providing 6.5 acres of green space alongside the River Medlock. The wider Piccadilly SRF also includes aspirations for a new station forecourt on London Road, a major new park at the eastern end (to complement Mayfield Park) and a sequence of pocket parks within the Piccadilly area. The Boulevard, alongside the new High Speed Station is also envisaged as a linear green space.

Key Stakeholder Response

- 5.15 The SRF has been promoted by the owner of the Stockton's Furniture site. The freehold owner of the building where the stakeholder has a lease interest was consulted on the SRF. The freehold owner made no comment on the proposals within the SRF.
- 5.16 The proposed distribution of development is intended to guide future delivery of the SRF area. It is not intended to be overly prescriptive but nevertheless is the product of design analysis of the SRF area, with particular focus on defining the appropriate structuring principles for the area and identification of opportunities for different height expressions. It is important to define the mix and approximate proportionate quantum of commercial and residential uses to set a clear framework to ensure that the principles of the SRF can effectively inform future proposals as they come forward.
- 5.17 The SRF is inherently flexible in not seeking to be prescriptive about which uses will be accommodated in which areas. The SRF area presents a major regeneration opportunity for the city, which requires a mixed-use approach if the benefits of the development are to be maximised.
- 5.18 The development will need to respond positively to its different boundaries, including Great Ancoats (to the northeast) which presents a very different interface compared with Ducie Street (to the north west). The latter is characterised by an established and tight urban grain and buildings of a lower scale, including buildings of historic interest. Great Ancoats Street is a wide street, forming part of the inner ring road and fronted by buildings of significant scale and massing by contrast.
- 5.19 There is a strong rationale for the development stepping down to Ducie Street, which is more sensitive to height, with greater height concentrated along Great Ancoats Street in order to ensure, overall, the SRF area's density is optimised to reflect the inherent sustainability of the location.
- 5.20 In relation to level changes, the full technical details will need to be developed through future planning applications. The routes referenced are considered to be important in achieving permeability and accessible public realm for future occupiers of the site and wider area. Whilst there may be differing costs associated with delivering these elements, this is no different from many large-scale redevelopment schemes involving multiple landowners.

Statutory Consultee – United Utilities

- 5.21 The detailed design process will include a full assessment of the impact on utility assets and water management, in terms of flood management, landscaping and building designs. Further engagement will take place with United Utilities as part of this, process. Surface water management and inclusion of sustainable drainage is a policy requirement and will be addressed as part of the landscaping strategy and delivered via each planning application. All development proposals will be assessed in accordance with

adopted policy and up to date guidance.

- 5.22 United Utilities will be consulted in respect of individual development proposals and opportunities to minimise water uses and enhance drainage will be considered in respect of individual scheme feasibility and viability.

6.0 Conclusions

- 6.1 The East Village Central Framework responds to the opportunity to review how this strategically significant site can be repurposed and redeveloped in a manner that maximises its contribution to the growth of the city centre. The new commercially-led, mixed use neighbourhood would support the creation of new jobs, homes and public realm in the city centre, for both existing and new residents. The development would be highly connected, functionally and physically, to the wider city centre and adjoining regeneration priority areas and will complement the arrival of HS2 and NPR.
- 6.2 Given the increasing need for new high quality commercial development space, the draft framework would complement the proposed commercial development at Central Retail Park. It will also add further momentum to the development of the Piccadilly SRF, building on the ongoing delivery at Portugal Street East and Mayfield.

7.0 Legal Considerations

- 7.1 If the draft East Village Central Framework is approved by the City Council, as an addendum to the Manchester Piccadilly SRF, it will not form part of the Council's Development Plan but would be a material consideration for the Council as a Local Planning Authority when determining any applications within the East Village Central Framework area.

8.0 Recommendations

- 8.1 The recommendations are set out at the front of this report.

**Manchester City Council
Report for Resolution**

Report to: Executive – 13 September 2023

Subject: Strategic approach to developments of social homes via a city-wide New Build Local Lettings Policy (LLP)

Report of: Strategic Director (Growth and Development)

Summary

Following the implementation of the revised Manchester City Council Part VI Scheme for the Allocation of Social Housing on 3rd November 2020, there is a risk that new social housing developments could find significant numbers of potential tenants with support needs and concentrating dependency in a very localised area. In order to create genuinely mixed communities in new build developments and enabling local people the opportunity to get a new local home it is necessary to put in place a strategic response in the form of a New Build Local Lettings Policy (LLP) for all new developments of social homes to be let at social or affordable rent.

Recommendations

The Executive approves and adopts the New Build LLP with a review of the policy to take place in 5 years

Wards Affected - All

Environmental Impact Assessment - the impact of the decisions proposed in this report on achieving the zero-carbon target for the city
Each individual development of new social homes covered by this LLP will make its own contribution to achieving zero-carbon targets. This LLP will not directly affect achieving the city's zero-carbon targets.

Our Manchester Strategy outcomes	Contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	By seeking to avoid concentrations of dependency
A highly skilled city: world class and home grown talent sustaining the city's economic success	By making working households in priority need of rehousing preferred applicants for some social homes

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	By facilitating households to sustain their commitment to their local area
A liveable and low carbon city: a destination of choice to live, visit, work	By facilitating sustainable new developments of social homes
A connected city: world class infrastructure and connectivity to drive growth	NA

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

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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.

- Report to Economy Scrutiny Committee February 2023 - Housing Allocations Policy Evaluation
- Manchester City Council Part VI Scheme for the Allocation of Social Housing 2020
- Report on Housing Allocations Policy Review, Neighbourhoods and Environment Scrutiny Committee, 6th November 2019 and Executive, 13th November 2019
- Housing Act 1996
- Allocation of Accommodation: Guidance For Local Housing Authorities In England (2012) DCLG
<https://www.gov.uk/government/publications/allocation-of-accommodationguidance-for-local-housing-authorities-in-england>

1.0 Introduction

- 1.1 This report describes how it is necessary to ensure that there is a genuinely mixed community in newly built social housing developments.
- 1.2 The risk is managed by putting in place a city-wide New Build Local Lettings Policy.
- 1.3 The proposal is to create a standard LLP for all new build schemes. However, there are opportunities to amend the LLP which will be considered by officers and the Executive Member for Housing and Development.
- 1.4 The report was presented to Economy Scrutiny on 18 July 2023. Key points and queries that arose from the Committee's discussions included:
 - a) To welcome the report and recognise the important issues it addressed;
 - b) That the name might suggest that it applied to all new build properties;
 - c) Had the percentage allocated to each of the three categories been modelled to check it met the needs of the housing register; and
 - d) Why was living in an adjacent ward taken into account under criteria (i) in the second category but adjacent wards were not taken into account under the other criteria in this category
- 1.5 In response to feedback from the committee the report now clarifies that this is a standard LLP for all new build schemes but that it can be amended (see paragraph 1.3 above). The ratio of allocations to the 3 categories reflects an attempt to deliver mixed communities and does not relate directly to the number or ratio of specific groups of applicants on the housing register. This will be reviewed during the life of this 5-year policy (see paragraph 4.2). To avoid any contradiction the proposal is for the local connection to relate to the ward only in which the properties are being built and not any adjacent wards (see paragraph 4.2)
- 1.6 The report now clarifies that this policy should be implemented for all schemes of 10 or more homes (see paragraph 4.2)

2.0 Background

- 2.1 At the end of 2020 the council and partners completed a two-year project to review and update the Manchester City Council Part VI Scheme for the Allocation of Social Housing.
- 2.2 The scheme was agreed by all the Manchester Move participating organisations before being put to the council's Executive. The scheme was approved by the Executive in November 2019. Following comprehensive reworking of the IT system, training of users, and extensive engagement with applicants, advocates and service areas, the scheme took effect on the 3rd of November 2020.

- 2.3 The basic aim of the scheme review was to improve access for those in greatest need.
- 2.4 Key changes included the ending of awarding additional priority (band 2) for working or volunteering, such requirements being unachievable for most households in crisis. Most homeless households were in band 3, with very little chance of an offer since the level of demand meant that almost all homes were going to bands 1 and 2.
- 2.5 The most significant effect of introducing the new scheme was to increase the priority of many homeless applicants. The majority saw their priority increase from band 3 to band 2, and many have relatively long award dates (also known as queue dates). These applicants, and other applicants in crisis situations similarly now in band 2 rather than band 3, can have significant support needs.
- 2.6 As expected, following the changes to the scheme, band 2 almost doubled, increasing from 2,312 applicants (December 2019) to 4,449 applicants (April 2021) and at May 2023 was 6295.
- 2.7 The Part VI allocation scheme is a statutory function of the City Council. The law is that the scheme must be followed when allocating social homes.

3.0 Developing sustainable communities

- 3.1 As a consequence of the allocations scheme now looking only at housing need, the proportion of lets to households with varying degrees of complex needs and dependency is likely to remain relatively high for some time. There is a risk that allocations of new developments could find significant numbers of potential tenants with support needs, concentrating dependency in a very localised area. This could lead to some negative impact on the residents and community, and the immediate area where new social and affordable homes are being built. Concentrations of vulnerable and dependent tenants can lead to exploitation, criminal activity and antisocial behaviour.
- 3.2 When such situations have arisen previously, the social and economic cost of dealing with issues has been considerable. Learning from those experiences shows us that prevention is far better than cure.
- 3.3 It is sensible to put in place proportionate measures to prevent concentrations of dependency while still facilitating an overall increase in the number of homes available for those in greatest need.
- 3.4 At the same time, for the same reasons, homes in local communities are at risk of becoming unavailable for local people who wish to remain in areas where they have made commitments. It is necessary to manage this possibility carefully, with a view to facilitating some local applicants in priority need remaining in the areas where they have a longstanding commitment.

4.0 New Build Local Lettings Policy

4.1 It is necessary to put in place a strategic response to ensure that new build developments have a mix of residents to help to make them sustainable in the longer term. The aim is to avoid the likely concentrations of dependency and higher-level support needs in new builds while also offering local people a chance of a local home and thereby contribute to achieving sustainable communities for the benefit of all. By facilitating successful and sustainable developments in this way, the total number of social homes will increase and more households in urgent need will be rehoused.

4.2 This strategic response is a New Build Local Lettings Policy (LLP) for all new developments of social homes to be let at social rent or affordable rent. It is proposed that this approach is taken on all new build social developments of 10 or more homes. After five years the effectiveness of the LLP will be reviewed with a view to it being amended, ended or extended for such period as necessary. Under this LLP:

- 50% of any development would be let to working households (defined as a member of the household being in work and working for at least 16 hours a week) who are in priority housing need on the Manchester housing register (Manchester Move bands 1-3), subject to the normal affordability check that all applicants have at point of offer,
- 20% of the new development would be let to applicants living in the Manchester City Council boundary area who are in priority housing need on the housing register (Manchester Move bands 1-3) and have an established connection to the immediate area of the development, defined as:
 - i. living in the council ward where the development is located, or
 - ii. have lived in the ward for at least 3 of the last 5 years, or
 - iii. have a parent or a child living in the ward, or
 - iv. provide care to, or receive care from, someone living in the ward (carers are defined at appendix 4 of the Manchester City Council Part VI Scheme for the Allocation of Social Housing)
 - v. homeless and living in temporary accommodation but from that council ward when accepted as homeless (even if living elsewhere in their current accommodation)
- 30% of the new development would be let as normal, in accordance with the allocation scheme.
- For all three categories, assuming enough applications are received, *additional* priority will be given to transfer applicants who are rightsizing and freeing up family homes to be let via the Manchester Move system.
- If insufficient applications are received for homes to be let to the working household or local resident categories, those remaining will be offered via the Manchester Move system in the normal way.

Note: The proposed ratio of lets per category has been chosen to ensure a sustainable mix of new residents in each new build estate. The proportions will be reviewed during the next 5 years to ensure they deliver the expected outcomes.

- 4.3 The Council has successfully adopted a Local Letting Policy on this basis for the 69 new Council homes in Newton Heath which will be let and occupied this Summer.
- 4.4 Where new build schemes are being delivered as part of a larger regeneration initiative, additional priority will be given to local residents within the regeneration boundary to facilitate the ongoing regeneration. The detail will be set out on a scheme-by-scheme basis, but might include additional priority for existing residents within the regeneration boundary who wish to rightsize into an apartment in order to make better use of Council stock
- 4.5 Where regeneration schemes involve demolition those affected residents would be given priority to move into new homes and stay in the area and such moves would be accommodated outside of the allocations scheme.

5.0 General needs only and first let only

- 5.1 This policy would only apply to what are called “general needs” properties – that is, general housing for most applicants, not specialist housing developed for a particular purpose, such as retirement homes or extra care provision.
- 5.2 This policy would apply only at first let. Having created a mixed community through this policy, all subsequent relets would be to the applicable allocations scheme.

6.0 Effect of Restricted Lettings

- 6.1 All partners are concerned to minimise the potential disadvantage of restricted lettings for those in greatest need.
- 6.2 It is important to note that that the New Build LLP adheres to the broad principles of the allocations scheme by ensuring lets are only to applicants in urgent need of rehousing (bands 1-3 in priority order).
- 6.3 Within that strict focus on housing need, restricted lettings then apply to create mixed communities. This only applies at first let, all subsequent lets must be made via the Manchester Move system in the usual way.
- 6.4 By giving additional priority to transfer applicants freeing up badly needed family homes, this LLP would help to increase the number rehoused into family homes. Often these are families in temporary accommodation.
- 6.5 31% of applicants in priority bands 1-3 are transfer tenants. It is likely that approximately 30% of applicants for homes under this policy will be transfer

tenants freeing up other social homes for let under the normal unrestricted rules across the city. Overall, the quantity of social homes becoming available will increase.

7.0 Equalities Impact

- 7.1 This strategic LLP is about allocations. It does not and cannot take into account the nature of each development in terms of construction standards, accessibility, rent levels, target demographics, etc. It is not possible for a strategic policy of this nature to predict the composition of individual developments, and those are not allocations matters.
- 7.2 Each individual development must pay 'due regard' to their Public Sector Equality Duties, via undertaking an Equality Impact Assessment and be guided by the relevant housing design standards in place, particularly in relation to accessibility.
- 7.2 In terms of allocations, it is possible to make general statements about the overall impact of this proposed LLP. In particular, this is in the light of case law that makes it clear that women applicants and disabled applicants are most likely to be disadvantaged by a working households priority. An equalities impact assessment has been undertaken that shows the general level of net disadvantage to applicants in the priority bands (bands 1-3), that results from making working households a priority.
- 7.3 Disadvantage in this context means that a percentage of the homes of any development is likely not to be available to applicants with certain protected characteristics. Taken in aggregate, the net disadvantage to all non-working households in the priority bands is approximately 35% of any development. The net disadvantage to women applicants in the priority bands is approximately 13% of any development. And the net disadvantage to disabled applicants in the priority bands is approximately 8% of any development.
- 7.4 Relative disadvantage is permitted so long as it does not skew the overall allocations scheme and so long as the restrictions are reasonable impositions to achieve a legitimate outcome.
- 7.5 While it is unavoidable that the working household restriction will be a disadvantage for women applicants and disabled applicants, that disadvantage will be minimised by the policy ensuring the maximum number of social homes are freed up by transfers and rightsizing, such homes being available to all applicants.
- 7.6 The working household priority disadvantage for disabled applicants is addressed by the allocation scheme's built-in process for managing applications from people who need adaptations or adapted homes.
- 7.7 While inevitably there will be some disadvantage for certain applicants in respect of such new build homes, the fact that transfer tenants will make up a

proportion of successful bidders for these homes will release other social homes, ameliorating some degree of disadvantage.

- 7.8 The fact that this policy requires developments to be let strictly to applicants in priority need is further amelioration of potential disadvantage. If enough applicants do not come forward from the prescribed categories, any homes remaining will be let without restriction according to the allocation scheme.
- 7.9 Taking advantage of potential interest from transfer tenants who might be persuaded to rightsize means that more family homes will become available to let in the normal way. This will have a significant impact on families who would otherwise be growing up in temporary accommodation.
- 7.10 Taken together, these measures mean that greater numbers of social homes will become available for those in greatest need.
- 7.11 Senior managers and the council's social landlord partners all believe that the desired outcome of creating mixed communities and avoiding concentrations of dependency is a legitimate one. Further, since developments using this policy will be bringing forward additional social homes that are badly needed, the overall impact will be positive.

8.0 Manchester Housing Providers Partnership

- 8.1 The Council expects all members of the Partnership to adopt the citywide policy but would discuss any proposed variations with a partner who did not want the city-wide LLP to apply to one or more of their developments, for example if they preferred to let those homes 100% to the allocations scheme.

9.0 Contributing to a Zero-Carbon City

- 9.1 Each development of new social homes will make its own contribution towards becoming a zero-carbon city. This Strategic LLP does not have a direct impact.

10.0 Contributing to the Our Manchester Strategy

(a) A thriving and sustainable city

- 10.1 By helping to create sustainable communities and to avoid concentrations of dependency.

(b) A highly skilled city

- 10.2 By making working households in priority need for rehousing preferred applicants for some social homes

(c) A progressive and equitable city

- 10.3 By facilitating households to sustain their commitment to their local area

(d) A liveable and low carbon city

10.4 By facilitating sustainable new developments of social homes

(e) A connected city

10.5 Each development will have its own connectivity attributes.

11. Key Policies and Considerations**(a) Equal Opportunities**

11.1 As noted in section 7, case law makes it clear that there are unavoidable equalities issues arising from giving working households a degree of priority for social homes and how those disadvantageous effects are minimised where possible.

(b) Risk Management

11.2 Each development that is covered by the New Build LLP will need to produce its own Equalities Impact Assessment (EIA) to ensure the risk of challenge is minimised.

(c) Legal Considerations

11.3 Section 166A(6)(b) of the Housing Act 1996 is the statutory basis for LLPs that allows local housing authorities to allocate particular accommodation to people of a particular description such as is proposed in this report.

**Manchester City Council
Report for Information**

Report to: Environment, Climate Change and Neighbourhoods Scrutiny Committee – 7 September 2023
Executive – 13 September 2023

Subject: CCAP Annual Report, April 2022 – March 2023

Report of: Deputy Chief Executive and City Treasurer

Summary

The Council declared a Climate Emergency in July 2019 and developed a Climate Change Action Plan (CCAP) 2020-25, which was approved by the Council's Executive in March 2020.

To remain up to date, the Manchester City Council (MCC) Climate Change Action Plan was refreshed in 2022, endorsed by the Environment and Climate Change Scrutiny Committee and approved by the MCC's Executive Committee in September 2022.

Quarterly updates and Annual Reports covering the first two years (2020/21 and 2021/22) of the CCAP are available online at www.manchester.gov.uk/zerocarbon. This report is the third Annual Report of the CCAP 2020-25 and provides an overview of progress made during the year 2022-23.

Recommendations

The Environment, Climate Change and Neighbourhoods Scrutiny Committee is recommended to note and comment upon the contents of the Climate Change Action Plan Annual Report for 2022-23.

The Executive is recommended to note the content and approve the Climate Change Action Plan Annual Report for 2022 - 2023.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

The Council's Climate Change Action Plan 2020-25 sets out the actions that will be delivered to ensure that the Council plays its full part in delivering the city's Climate Change Framework 2020-25

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
Actions set out in the Climate Change Action Plan 2020-25 recognise the need for just and equal delivery of climate action across the city, focusing on the areas such as community engagement, accessible transport, access to green spaces and tackling fuel poverty.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Manchester's reputation as a leader in delivering on climate change will help to attract investment and businesses to the city. This will contribute towards helping the transition to a zero carbon city, which in turn will help the city's economy become more sustainable and will generate jobs within the low carbon energy and goods sector.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Work underway in the Council supporting schools and the wider education sector will help develop a future well equipped workforce, whilst work underway within the Green Skills Action Plan is helping support employers to be prepared for the demand that is being created within the zero carbon sector.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	There is a targeted focus on retrofitting homes across the city to help tackle fuel poverty and the cost-of-living crisis by reducing energy bills and this is a key part of the transition to a zero-carbon city. Health outcomes will also be improved through healthier homes as well as other areas, such as the promotion of more sustainable and active modes of transport, improved air quality and easy access to green spaces.
A liveable and low carbon city: a destination of choice to live, visit, work	Work underway on Neighbourhood Ward Plans and Green and Blue Infrastructure, Open Spaces and Parks (helping to adapt and increase resilience) are key areas of Manchester becoming a zero carbon city and will help the city to be a more attractive place for people to live, work, visit and study.
A connected city: world class infrastructure and connectivity to drive growth	Our investment in active and sustainable travel is helping Manchester to have a fully zero carbon transport system, which will create a world class business environment to drive sustainable economic growth.

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

- Equal Opportunities Policy

- Risk Management
- Legal Considerations

Financial Consequences – Revenue

As part of the 2022/23 budget, £0.8m additional revenue investment was approved to support additional staffing to support delivery of the Council's Climate Change Action Plan. This funding is ongoing and has now been included as part of each service areas mainstream budgets. It is not expected that there will be any further revenue budget consequences arising from the content of this report.

<https://democracy.manchester.gov.uk/documents/s38151/Zero Carbon Budget Report.pdf>

Financial Consequences – Capital

This report looks back over the year April 2022 – March 2023 and it is not expected that there will be any financial consequences to the Capital budget that should arise from the contents of this report.

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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.

- *Manchester City Council Climate Change Action Plan 2020-25 Updated 2022*
- *Manchester City Council Climate Emergency Declaration July 2019*
- *Manchester City Council Climate Change Action Plan 2020-25*
- *Manchester Climate Change Framework 2020-25 Updated 2022*
- *Neighbourhoods Directorate 2023/24 Budget – Environment and Climate Change Scrutiny Committee*

1.0 Introduction

- 1.1 The purpose of the report is to highlight progress made in delivering Manchester City Council's Climate Change Action Plan (CCAP) 2020-2025 during its third year – April 2022-March 2023.
- 1.2 The refreshed CCAP was endorsed by the Environment and Climate Change Scrutiny Committee and approved by the Council's Executive Committee in September 2022.
- 1.3 This report brings together updates provided over the last 12 months (April 22 – March 23) into a single report and highlights progress made during this time against the CCAP Work Plan 2022-23 as well as progress made on the Council's direct carbon emissions.
- 1.4 As such, this includes both the Council's actions at a citywide level to lead by example, influence and enable other stakeholders to act as well as its own organisational ambitions to become zero carbon by 2038 at the latest.
- 1.5 Regular updates on delivery of the CCAP are provided to this Scrutiny Committee via Quarterly Reports and Annual Reports, such as this. Previous progress reports dating back to April 2020 are available on the Council's website and can be found [here](#).
- 1.6 The Annual Report has been shared with the City Council's Zero Carbon Coordination Group and Strategic Management Team to ensure its accuracy and transparency and will be published in an accessible format on the Council's website.

2.0 Background

- 2.1 A five-year Climate Change Action Plan (CCAP) covering 2020-25 went live following approval by the Council's Executive in March 2020.
- 2.2 The Council's CCAP has a science-based target calculated by the Tyndall Centre for Climate Research to reduce the Council's own carbon emissions and to remain within a carbon budget of 126,336 tonnes of CO₂ (tCO₂) over the five-year period of 2020-25. This science-based target is set out as a pathway for the Council to work against in order to become a zero carbon organisation by 2038 at the latest.
- 2.3 The CCAP also recognises the Council's unique leadership role in supporting and influencing the city to reduce its emissions and in ensuring that the city's residents are protected from the impacts of climate change.
- 2.4 A refreshed Manchester City Council CCAP 2020-25 was reviewed by the Environment & Climate Change Scrutiny Committee and approved by the Council's Executive Committee in September 2022. The refreshed CCAP sets out the City Council's commitment to continue working to reduce MCC's own direct CO₂ emissions alongside a strong focus on our city-wide leadership role

and work across Greater Manchester in support of wider climate change objectives.

- 2.5 The refreshed MCC Climate Change Action Plan sets out new actions, building on existing ambitions, for example, looking at ways to accelerate reaching zero carbon sooner than 2038, identifying opportunities to be bolder and avoiding any risk of complacency.
- 2.6 The actions within the refreshed CCAP were adopted across all workstreams from Quarter 3 2022-23 (October – December 2022). As such, this Annual Report takes into account the new actions that were added as part of the Refresh which took place mid-way through the year (September 2022).

3.0 Key Messages

- 3.1 Manchester City Council has remained within its allocated carbon budget (the maximum amount of CO₂ emissions permitted) for the year 2022-23, using 89% of this budget (22,072 tonnes CO₂ out of 24,784 tonnes CO₂). This means that the **Council has made good progress** during its third year of the CCAP.
- 3.2 Overall, the Council's carbon budget for the 2020-25 period is 126,336 tCO₂ and we have used 57% of this budget so far, which means the Council has made **good progress to date** and is **on track to remain within the carbon budget** for this period.
- 3.3 55% of the actions in the CCAP 2020-25 are working to target (marked Green in the attached RAG (Red – Amber – Green) report) and the remaining are work in progress (45% of actions are Amber in the RAG).

4.0 Manchester City Council's CO₂ Emissions

- 4.1 This report shows the Council has used 89% of its 2022-23 carbon budget during the year (April 2022 – March 2023) and is therefore **on track to remain within its carbon budget for this year**. Emissions relate to Council buildings, streetlights, waste collection, operational fleet, and staff business travel.
- 4.2 The Council has made significant progress in reducing its direct carbon emissions to date and has remained below the allocated carbon budget. However, the overall rate of CO₂ reduction is slowing down and delivering further reductions, in line with the zero carbon science-based pathway, will become more challenging, particularly whilst there is no simple solution for entirely replacing gas.
- 4.3 Figure 1 (below) shows the CO₂ emissions from the baseline year, 2018-19, and highlights the year-on-year reductions in CO₂ emissions. The graph shows that since 2018-19, the Council has remained within its budget of permitted

carbon emissions each year, and therefore remains within its science-based Carbon Budget set by the Tyndall Centre.¹

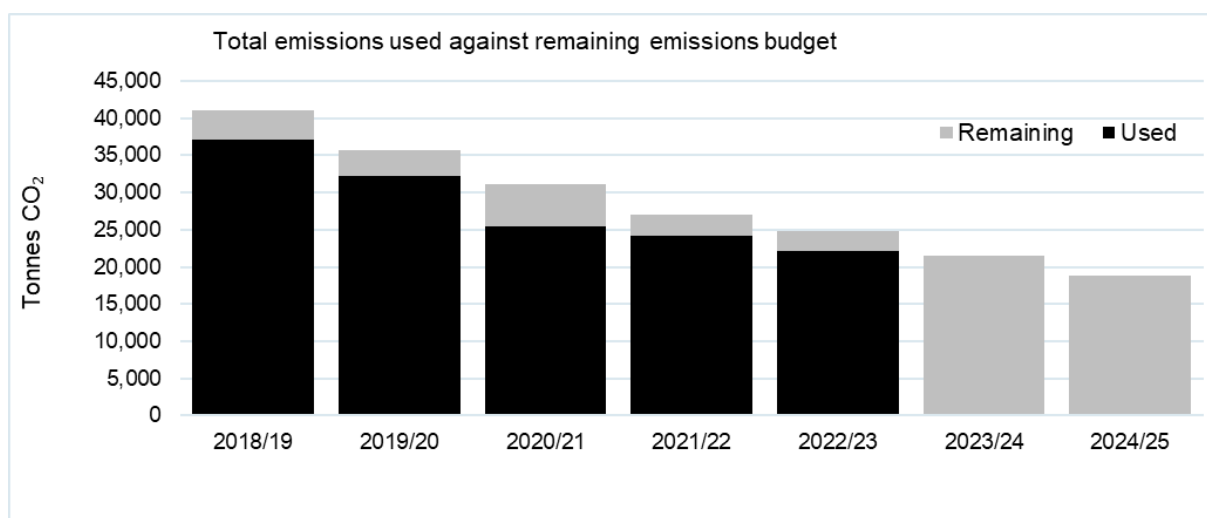


Figure 1: Total emissions used against remaining yearly emissions budgets

5.0 Key Achievements

5.1 Over the course of this 12-month period, in addition to the previous 2 years' work, the Council has been able to secure over £227m to support delivering the CCAP. This investment included funding for dedicated resource with the creation of 13 new posts, whilst a number of services also identified opportunities to create zero carbon focused posts, all providing additional capacity to aid delivery of the CCAP.

5.2 Examples of achievements during this 12-month period which this investment and dedicated additional capacity has helped deliver include:

- A new [Housing Strategy](#) for Manchester, launched in June 2022, setting out the ambitious low carbon retrofit plans for existing and new homes.
- Installation of energy efficiency, heat decarbonisation and energy generation measures completed across 18 buildings, funded by £21.3m from the UK Government's Public Sector Decarbonisation Scheme
- [Manchester's Active Travel Strategy](#) and Investment Plan (endorsed by Executive Committee in February 2023) with key objectives for the five-year plan including making walking the natural choice for short journeys and doubling cycling journeys from 6% to 12%.
- Establishing Green School Networks across North, Central and South Manchester (sharing best practice, exploring opportunities for education settings, and working collaboratively on issues relating to climate change.

¹Invoicing of electricity and gas data can be changed by the supplier within reason up to 6 years after original billing, and this taking place weeks or even months after the original bill is not unusual in the industry. For example, during 2021-22, there were delays in invoicing and this was only resolved in December 2022. As such, the emissions recorded in our [CCAP 2021-22 Annual Report](#) for that year have been revised (from 22,807 tCO₂ to 24,101 tCO₂). We will continue to take further reviews of our energy data and make any required amendments in future Annual Reports. However, indicative data shows we remain within the allocated annual carbon budget.

- Increasing green infrastructure across the city, such as Mayfield Park (the first park built in the city centre for over 100 years), c. 800 trees and hedge trees planted, and progress being made with new Highways guidance for increasing sustainable urban drainage across the city.
- Strengthening the Ward Climate Change Action Plans, to help identify carbon savings at a local level and allow the Council to support residents and communities to live more sustainably.

5.3 This hard collaborative work was recognised and celebrated with the Council's CCAP 2020-25 winning the Sustainability and Social Value Award at the Public Finance Awards 2022.

5.4 The Key Achievements section in the CCAP Annual Report provides further examples of achievements made throughout the year.

5.5 Furthermore, in early 2023, planning took place for an Away Day in Summer 2023 for the Zero Carbon Coordination Group that oversees the delivery of the CCAP. The focus of this Away Day was to start considering the next iteration of the CCAP, beyond March 2025. This was held in July 2023 and work is now underway on planning the production of the next CCAP, for April 2025 onwards.

6.0 Summary and Next Steps

6.1 This report demonstrates the considerable progress that has been made by the Council to date. To stay within our carbon targets for the next five years will require a step change in how we work, along with investment and commitment from all stakeholders across the city.

6.2 The Zero Carbon Coordination Group that oversees the delivery of the CCAP attended an Away Day in July 2023, with the key focus being the next iteration of the CCAP, beyond March 2025. Work is now underway on planning the production of the next CCAP for April 2025 onwards.

6.3 In conjunction, we will be working closely with colleagues, partners (such as the Manchester Climate Change Agency and Partnership) and residents to create a vision for how a resilient zero carbon city in 2038 will look. This will feed into and align with the new Manchester Economic Strategy and the new Our Manchester Strategy, along with the next Climate Change Framework and the next CCAP.

6.4 There will be a number of important milestones on the next stage of the Council's journey to becoming zero carbon. These include:

- The joint Innovate UK bid with GMCA and Oldham MBC for investment to further explore new net zero finance and funding models, being submitted in September 2023
- Progressing with the procurement of a partner to provide an electricity Power Purchase Agreement (PPA) for the Council's future energy supply.
 - The procurement is at Invitation to Tender stage, with a preferred partner to be selected in December 2023, with report being presented

to the Executive and relevant Scrutiny Committees as part of the corporate governance and approval process. The PPA will facilitate the provision of zero carbon energy to the corporate estate from 2025, to ensure the Council successfully meets the Zero Carbon targets as outlined in the CCAP.

- The adoption of Places for Everyone (Joint Local Plan) expected in spring 2024; and the development of the Manchester Local Plan over the next two years.
 - The joint local plan and the Manchester Local Plan will deliver policies that support our zero carbon ambitions across a range of issues including new buildings; energy generation systems; green infrastructure, biodiversity net gain and transport.

6.5 The new CCAP will use this vision and set out the actions that the Council will be required to take, to achieve our zero carbon target and climate change ambitions.

7.0 Recommendations

7.1 The Environment, Climate Change and Neighbourhoods Scrutiny Committee is recommended to note and comment on the contents of the CCAP Annual Report and the progress that has been made in delivering the CCAP 2020-25 during its third year (April 2022 – March 2023).

7.2 The Executive is recommended to note the content and approve the Climate Change Action Plan Annual Report for 2022 - 2023.

7.3 This Annual Report will be published in an accessible format on the Council's website.

8.0 Appendices

8.1 Appendix 1 - CCAP Annual Report (April 2022 – March 2023)

Z E R O C A R B O N

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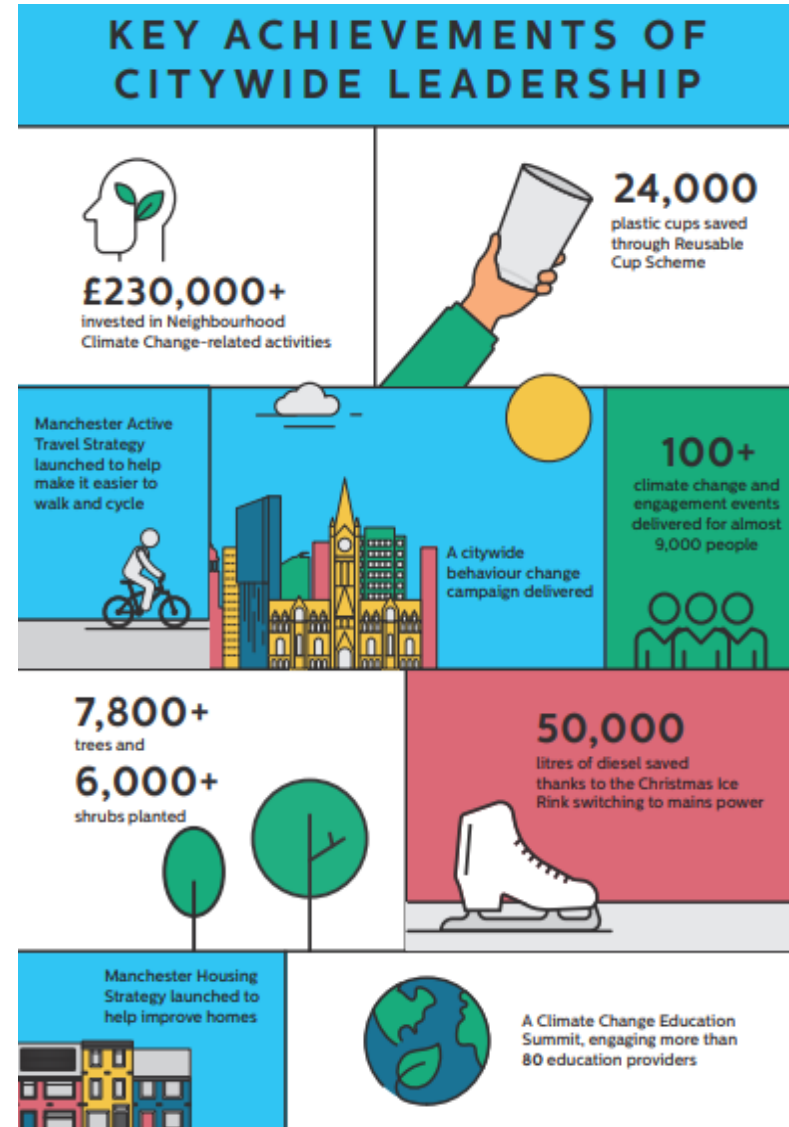
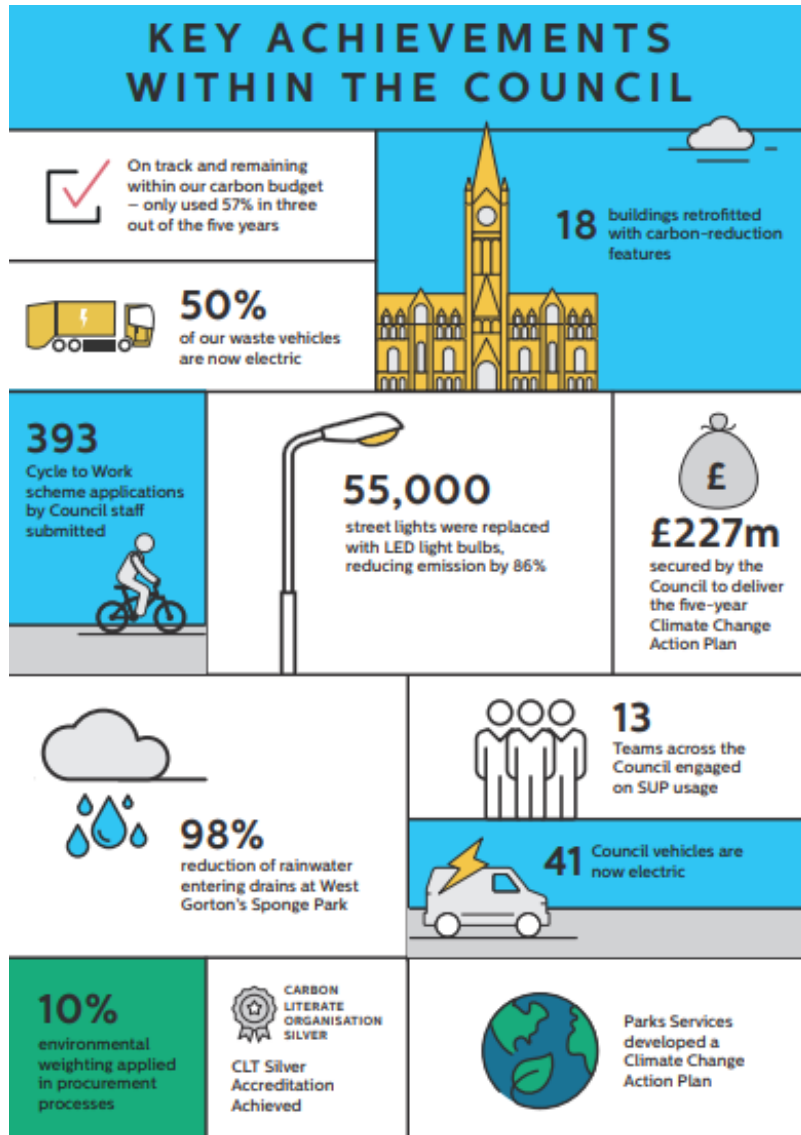
Climate Change Action Plan 2020-25

Annual Report 2022-23



CCAP 2020-25 Achievements To Date

Some of the achievements delivered over the first three years of the Climate Change Action Plan (April 2020 - March 2023)



Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Executive Summary

Purpose

This report provides an overview of progress made in delivering [Manchester City Council's Climate Change Action Plan \(CCAP\) 2020-25](#) during its third year; April 2022 – March 2023.

The report focuses on the Council's activity to reduce its direct carbon emissions, highlighting key achievements and challenges faced during the reporting period. It showcases the Council specific actions and city-wide leadership actions that were identified as priority within the [CCAP Work Plan 2022-23](#) and an overall RAG (Red, Amber, Green) risk rating of each action within the CCAP has been included in Appendix 1 – Action RAG at Glance.

Background

Manchester City Council (MCC) declared a Climate Emergency in July 2019 and in response, developed a 5-year Climate Change Action Plan (CCAP) 2020-25, to outline its ambition to tackle climate change and take action to become a zero-carbon organisation by 2038.

The CCAP includes 47 actions organised into five thematic workstreams, each split into two sections – Council direct actions and City-wide leadership actions. The five workstreams are:

- Buildings and Energy
- Travel and Transport
- Reducing Consumption Based Emissions & Influencing Suppliers
- Adaptation & Carbon Sequestration
- Influencing behaviour & Being a Catalyst for Change

In September 2021, the Zero Carbon Coordination Group, which oversees MCC's Climate Change Action Plan agreed a mid-point refresh of the current 5-year CCAP 2020-2025, to show progress made to date, update milestones and include new actions, which are clear and measurable.

The refreshed CCAP was approved by the Council's [Executive Committee](#) on 14 September 2022 and is designed to ensure the Council is remaining on track to reduce its direct carbon (CO₂) emissions and demonstrating how Manchester City Council is leading by example, giving renewed focus to the city-wide actions within the Action Plan.

Key Messages

- Our CCAP 2020-25 has a carbon budget of **126,336 tonnes of CO₂ (tCO₂)**. The Council has made good progress to date and is on track to remain within the carbon budget having only used **57%** of our budget within the first 3 years of the CCAP 2020-25.
- The Council has only used **89%** of our 2022-23 carbon budget during the year (April 2022 – March 2023), meaning we have outperformed the target by 11%.
- During 2022-23 (April 2022 – March 2023), MCC emitted 22,072 tCO₂, which is **8.5% lower** than the previous year.
- **55%** of the actions in the CCAP 2020-25 are **working to target** (Green in the RAG) and the remaining are work in progress (45% of actions are Amber in the RAG).
- **Key achievements** for 2022-23 include £21.3m invested into energy efficiency and decarbonisation measures to improve 18 Council buildings saving 2,212 tCO₂ per year;

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Skate Manchester connected to mains power reducing diesel generator usage saving 50,000 litres of diesel, the equivalent of 90tCO₂e; the opening of Mayfield Park, 6.5 acres of green space within the city centre; and the Council winning the Sustainability and Social Value Award at the Public Finance Awards 2022 for its CCAP.

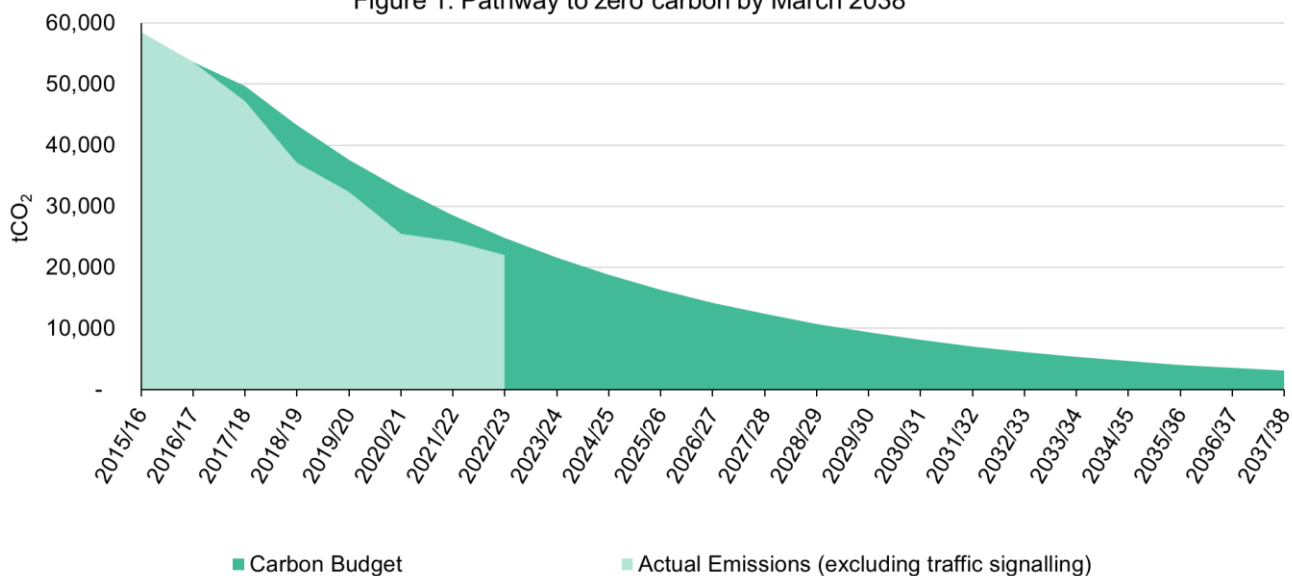
- Risks that arose during 2022-23 included rising inflation costs causing an increase in the cost of materials for infrastructure and retrofit projects; reduced levels of funding and more competitive funding programmes released by UK Government with tighter eligibility criteria and the lack of an established green skills sector to deliver projects.

CO₂ Emissions

Manchester City Council (MCC) worked with the Tyndall Centre for Climate Change Research to set its science-based target of achieving zero carbon by 2038 at the latest, based on a carbon budget. A carbon budget is the maximum amount of CO₂ emissions the Council can emit to remain on track to be Zero Carbon by 2038.

The Pathway to Zero Carbon 2038

Figure 1: Pathway to zero carbon by March 2038



The Council has a target to reach zero-carbon by 2038 at the latest. The trajectory to this point is shown in Figure 1. The Council's carbon budget (dark green shading) extends beyond 2038, commencing from 2018-19 (baseline year) up to 2099-2100. Most of the carbon budget is allocated at the start of the pathway as this is the period when the greatest savings need to be made (pale green shading shows the amount of carbon budget used to 2022-23).

To enable MCC to reduce its direct carbon emissions, the Council's Executive Committee approved the first 5-year Climate Change Action Plan 2020-25 in March 2020. The carbon budget for this 5-year period (2020-25) was originally 119,988 tonnes of CO₂ (tCO₂), with an annual breakdown for each year.

In July 2021, Northwards Housing formally re-joined Manchester City Council. As a result, carbon emissions generated by Northwards Housing, now designated as Housing Operations within MCC, will be brought under the umbrella of MCC's carbon emissions reporting.

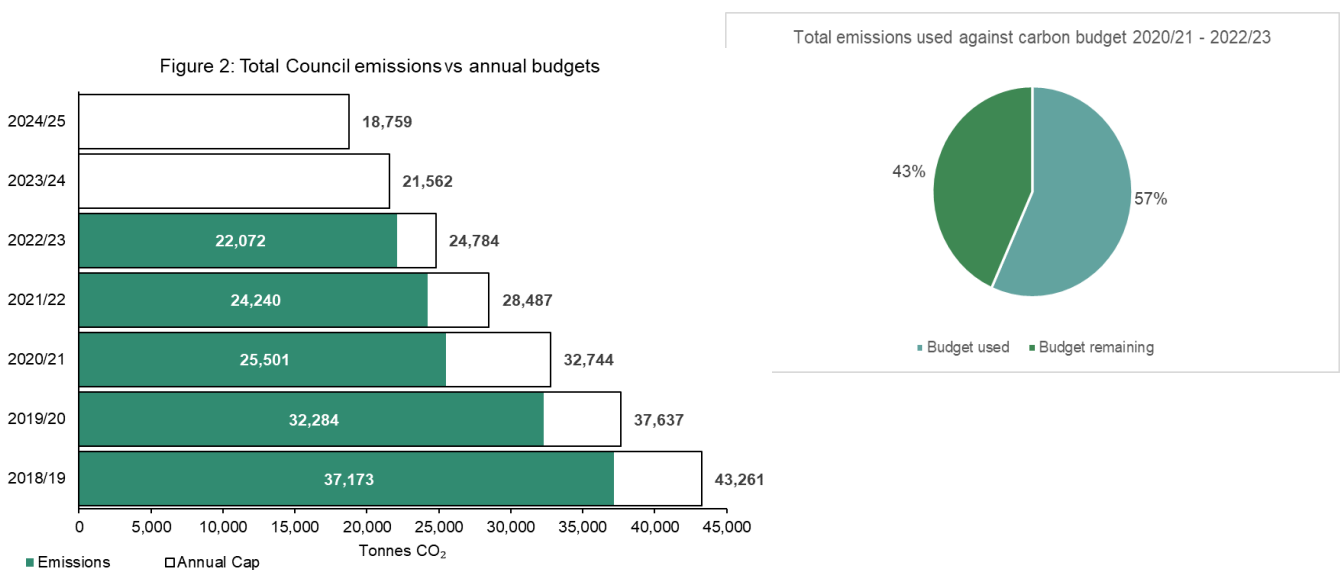
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Annual Report 2022-23

The direct CO₂ emissions from Housing Operations, which are now the responsibility of MCC (energy supply to offices, and communal areas within residential properties, sheltered housing, staff and fleet travel) have been quantified and are now included in all CO₂ emissions reports. Emissions from residents' home energy consumption is not included within this data, as it is the responsibility of those occupiers as bill-payers and not the City Council.

In order to accurately reflect the inclusion of Housing Operations' emissions, the carbon budget for MCC was recalculated in 2022. This helped to project future emissions up to 2038, in line with the original science-based target model used by the Tyndall Centre for Climate Change Research and establish a more accurate carbon budget for the duration of the CCAP 2020-25. The revised carbon budget for the five-year period of 2020-25 is 126,336 tCO₂.

Between April 2020 and March 2023 (the first three years of the current 5-year Climate Change Action Plan), the Council has used 57% of its allocated carbon budget, emitting 71,812 tCO₂ which is shown in Figure 2.



The carbon budget allocated for the reporting year of 2022-23 was 24,784 tCO₂ and Figure 2 shows that the Council remained within budget for this year by 89% (emitting 22,072 tCO₂) as well as highlighting that the Council's carbon emissions have remained within budget each year since the 2018-19 baseline.¹

The Council has made significant progress in reducing its direct carbon emissions to date and has remained below the allocated carbon budget as shown in Figures 1 & 2, however the overall rate of CO₂ reduction is slowing down and delivering further reductions in line with the zero carbon science-based pathway will become more challenging, particularly whilst there is no simple solution for entirely replacing gas.

¹ Invoicing of electricity and gas data can be changed by the supplier within reason up to 6 years after original billing, and this taking place weeks or even months after the original bill is not unusual in the industry. For example, during 2021-22, there were delays in invoicing and this was only resolved in December 2022. As such, the emissions recorded in our [CCAP 2021-22 Annual Report](#) for that year have been revised (from 22,807 tCO₂ to 24,101 tCO₂). We will continue to take further reviews of our energy data and make any required amendments in future Annual Reports. However, indicative data shows we remain within the allocated annual carbon budget.

Manchester City Council - Climate Change Action Plan 2020-25
Annual Report 2022-23

MCC Direct Emissions Breakdown for 2022-23

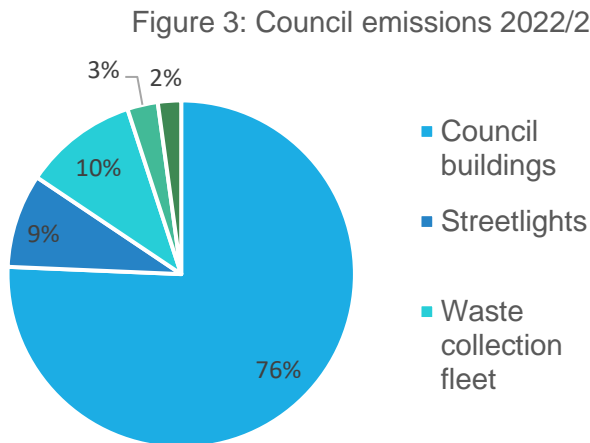
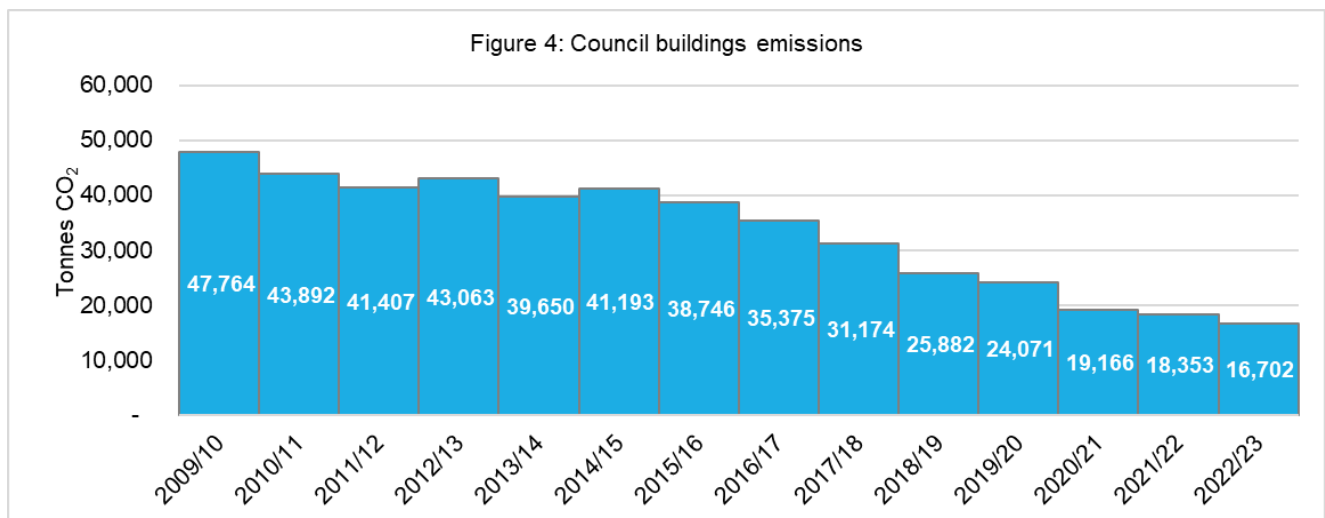


Figure 3 shows that buildings continue to be the most significant contributor to the Council’s direct emissions (76%), followed by the waste collection fleet (10%), streetlights (9%), Operational Fleet (3%) and Staff Business Travel (2%). All these emissions have been targeted for proactive change, which is detailed later in this report.

The following graphs (Figures 4 – 8) show a detailed breakdown of emissions across each of these five areas.

Emissions from energy usage in Council buildings has steadily declined since 2009, as shown in Figure 4, and the emissions from Council buildings in 2022-23 (combined usage of gas, electricity, and oil) is 9% lower than the previous year.



The reduction in energy use has been driven by the installation of energy efficiency and heat decarbonisation measures and renewable energy generation capacity across the Council’s estate, as well as benefitting from the decarbonisation of the national grid.

Following the large-scale streetlight replacement programme and the switch to LED lightbulbs, which completed in December 2021, emissions from streetlights has significantly reduced, as shown in Figure 5. Emissions generated from streetlights in 2022-23 was 11% lower than 2021-22 and 88% lower than in 2014-15 when streetlight emissions were at the highest prior to the streetlight replacement programme.

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

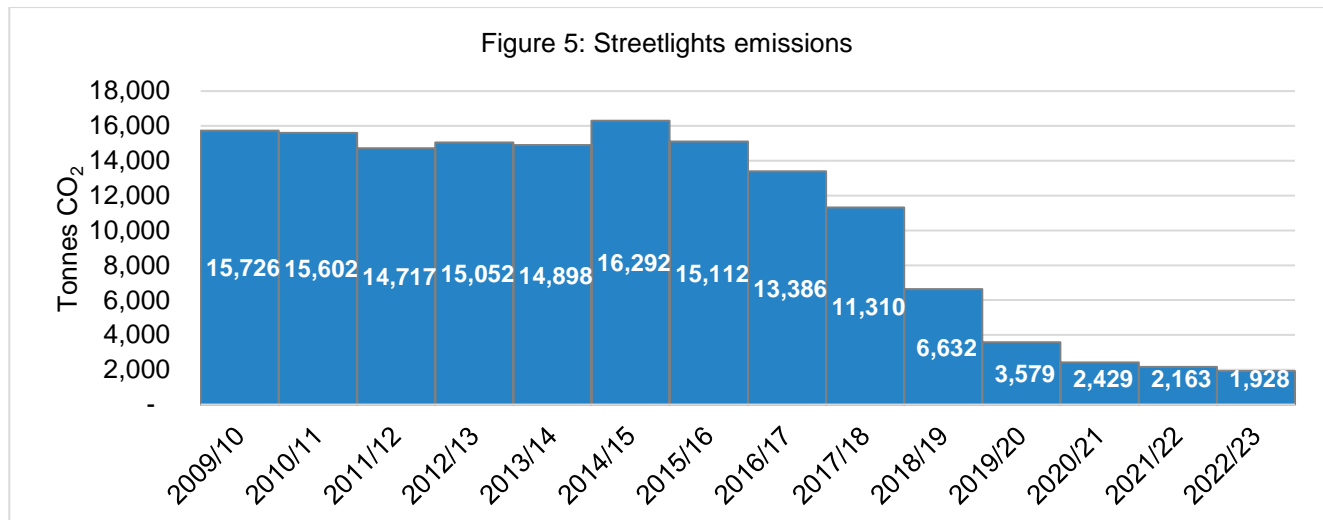


Figure 6 shows emissions from the Council's waste fleet, which were gradually increasing from 2015/16, when Biffa began delivering the Council's household refuse collection and street cleansing services (marked with an *asterisk in Figures 6 and 7). As part of this change, 28 road sweepers and 40 refuse collection vehicles were transferred from the Council to Biffa and the emissions from this equipment transferred from operational fleet to waste collection. The changeover can be seen in both Figures 6 and 7.

Emissions from the waste collection fleet (Figure 6) started to reduce from 2021 as the Council replaced 50% of its diesel waste fleet with electric vehicles. In 2022-23, emissions from the waste fleet fell by 14% (-373 tCO₂) when compared to 2021-22.

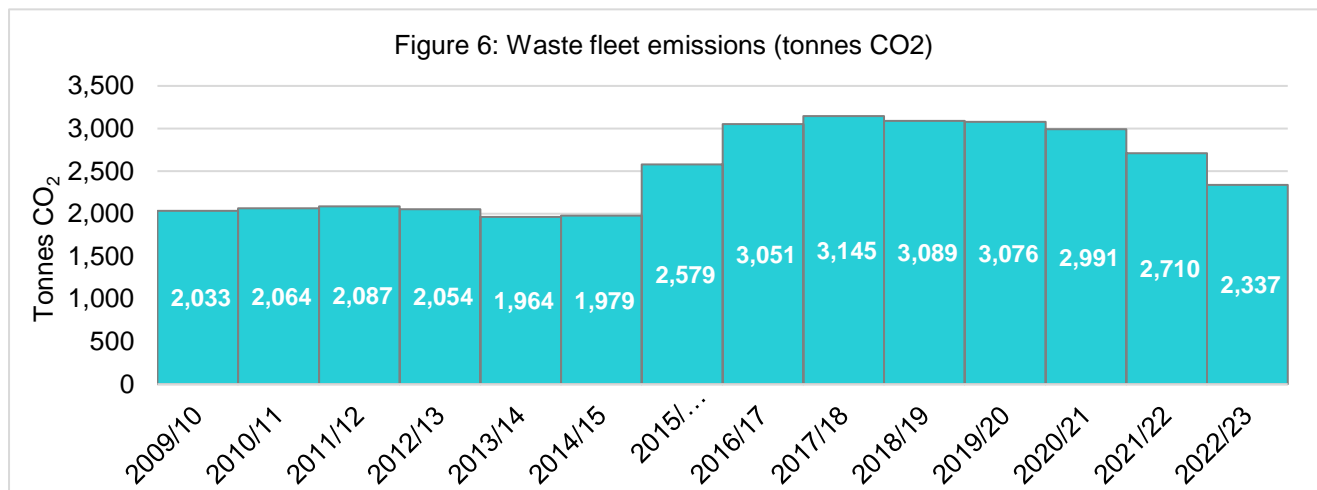


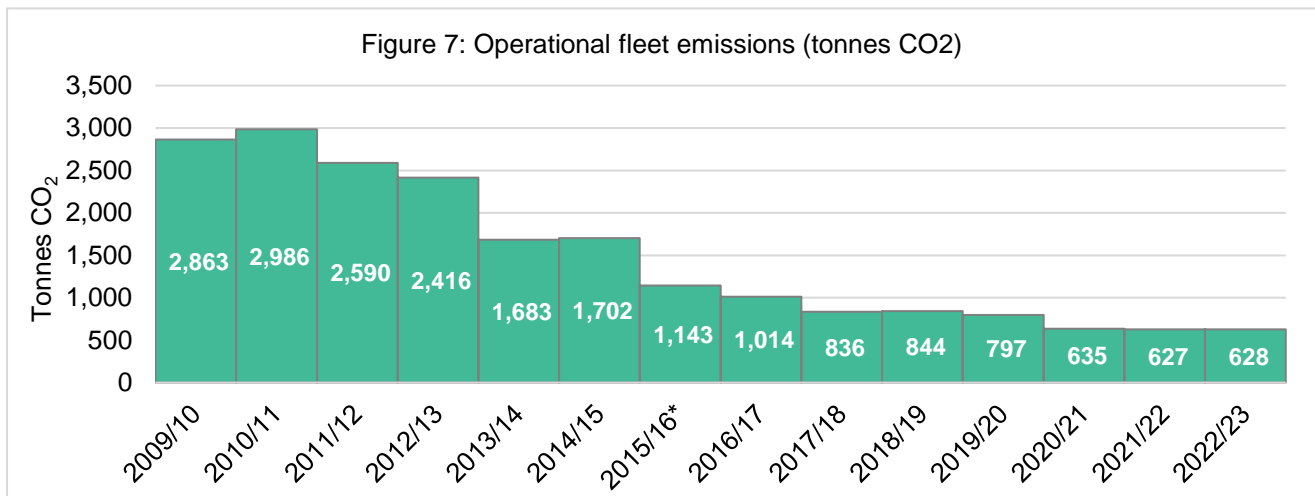
Figure 7 shows emissions from the Council's operational fleet have reduced by 78% since 2009-10 and 45% since 2015/16². However, minimal change has been seen in the level of emissions from the Council's operational fleet since the start of the CCAP 2020-25. Whilst 41 vehicles within the Council's operational fleet are electric and 12 eCargo bikes are also being used; usage levels of operational fleet fluctuate.

² When the contract changes and the appointment of Biffa took place, whereby some of the Council's operational fleet moved over to Biffa and the associated emissions being reported as waste fleet (Figure 6)

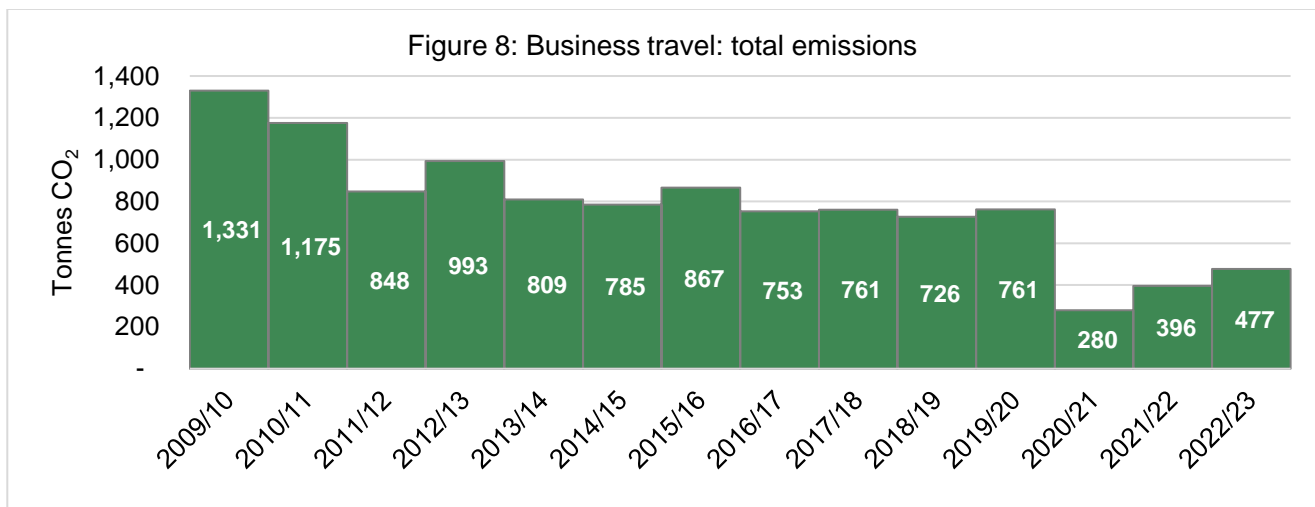
Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

There has also been a small increase in emissions in 2022/23 compared with the previous year of 0.2%. This is due to a change to the way that carbon emissions from diesel are calculated (set by Government) and not from an increase in fossil fuel use by our operational fleet.³



As can be seen in Figure 8, business travel has reduced significantly since 2009-10 (-64%) and pre-pandemic travel in 2019-20 (-37%) when compared with travel in 2022-23. Since the pandemic, business travel has started to increase slightly each year (20% increase in 2022-23 when compared with 2021-22) but this is expected as more face-to-face meetings are being held and the Council re-engages in international events.



Due to the nature of the way we now work, as a result of the pandemic and the increase in online meetings we continue to see reduced emissions from staff travel. In 2022-23 MCC created a new Sustainable Travel Officer post. This officer is working across Council services to embed the Council's Sustainable Business Travel policy with the aim of reducing business travel where possible and moving to more sustainable modes of transport.

³ This calculation is known as a conversion factor (for converting energy use or fossil fuel use into carbon emissions) and the conversion dataset for calculating carbon emissions is provided by the Department for Energy Strategy and Net Zero.

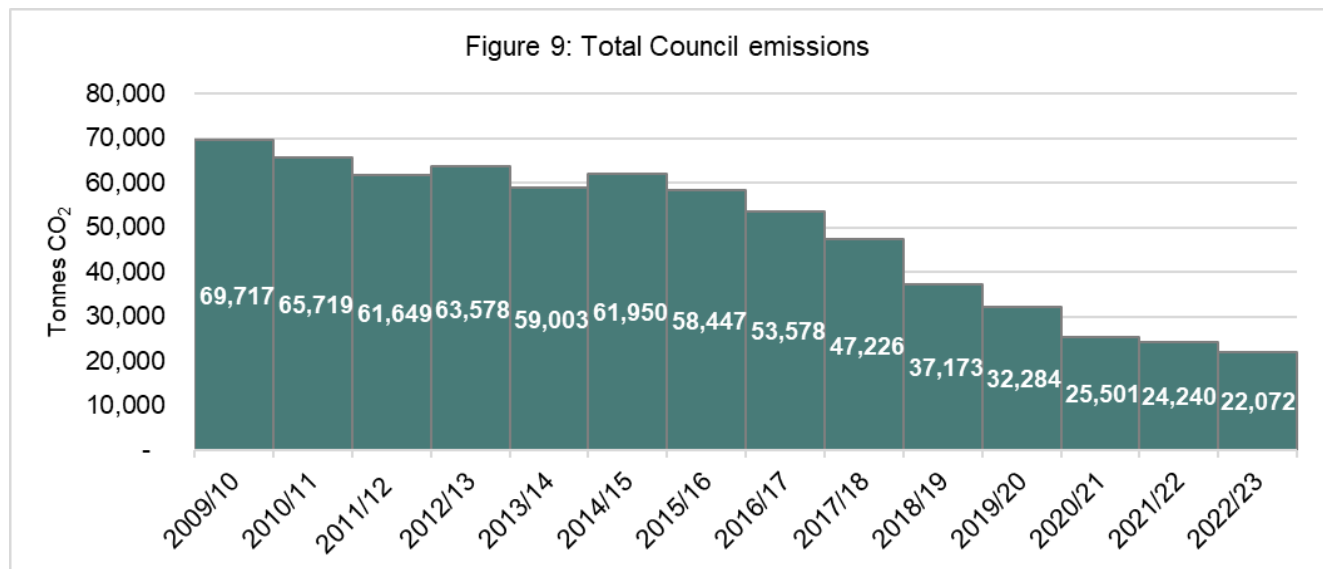
Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

MCC Total CO₂ Emissions

Figure 9 shows the Council's total emissions and reflects the overall downward trends seen in Figures 4 - 8).

CO₂ emissions in 2022-23 were 8.9% lower (-2168 tCO₂) than the previous year (2021-22) and 41% lower than the baseline in 2018-19.








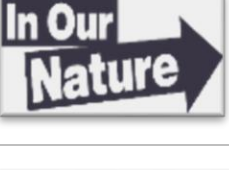



Key Achievements

	<p>The Council's refreshed Climate Change Action Plan 2020-25 was approved by the Council's Executive Committee on 14 September 2022. The refreshed action plan expands on the original actions, considers wider co-benefits, and reinforces the Council's leadership role to support the city to decarbonise.</p>
	<p>13 additional MCC-funded Zero Carbon focussed posts created to support delivery of the CCAP 2020-25. Regular updates on the work delivered by this additional resource were provided to Environment and Climate Change Scrutiny Committee throughout 2022-23.</p>
	<p>The Council's CCAP 2020-25 won the Sustainability and Social Value Award at the Public Finance Awards 2022.</p>
	<p>A new Housing Strategy for Manchester launched in June 2022, setting out the ambitious low carbon retrofit plans for existing and new homes across the city.</p>

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

	<p>Installation of energy efficiency, heat decarbonisation and energy generation measures completed across 18 buildings, funded by £21.3m from the UK Government's Public Sector Decarbonisation Scheme. These measures are expected to save 2,212 tCO₂ per year.</p>
	<p>Manchester's Active Travel Strategy and Investment Plan was endorsed by Executive Committee in February 2023. Key objectives for the five-year plan include making walking the natural choice for short journeys and doubling cycling journeys from 6% to 12%.</p>
	<p>An Electric Vehicle (EV) Charging Infrastructure Strategy for Manchester was approved by the Council's Executive Committee in December 2022. It sets out the Council's role in providing more EV charging points across the city.</p>
	<p>As part of the 10% environmental weighting within new contracts, carbon considerations and a requirement to track emissions data has been included within the Home to School Transport tender.</p>
	<p>Manchester Cathedral Gardens Ice Rink connected to mains power for the first time from the National Football Museum (on a green tariff), reducing its usage of diesel generators to deliver carbon savings. By bringing together stakeholders from across the Council and partner organisation, the Council's Sustainability Project Manager was able to progress this project.</p>
	<p>An 'oasis in the city', Mayfield Park opened on 22 September 2022, with a ribbon cutting ceremony lead by Councillor Bev Craig, the Leader of Manchester City Council. Mayfield is the first park built in the city centre for over 100 years.</p>
	<p>An 89-hectare former tip in South Manchester, 'Kenworthy Woods', was declared a local nature reserve, helping to protect the wildlife habitat and opening up funding opportunities for long-term maintenance.</p>
	<p>Manchester Climate Change Agency secured £2.5m of National Lottery Funding to deliver #InOurNature for a further 3 years. The funding will provide four additional posts at the Agency to support wider community engagement and delivery of the programme across the city.</p>
	<p>Green School Networks across North, Central and South Manchester were established in early 2023. The networks will share best practice, explore opportunities for education settings and work collaboratively on issues related to climate change.</p>

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Risks and Issues

This section highlights the strategic challenges associated with delivering the CCAP that were identified during 2022-23 and highlights the mitigating measures that have been put in place.

- Rising inflation and increasing costs of materials for infrastructure and retrofit schemes put pressure on being able to deliver projects within allocated budgets. Project costs were monitored closely, and additional funding sought where required, action owners took measures to manage this risk in order to continue delivering the projects.
- UK Government tightened budgets for public transport services, such as funding for the Greater Manchester Bus Service Improvement Plan being 50% less than requested, risking plans for easier access to public transport and associated benefits for decarbonisation targets. A small number of projects were deprioritised until further funding is secured (Action 2.5).
- Lack of availability and the speed at which green skills, particularly retrofit skills are required to deliver UK Government funded programmes and the capacity of supply chains to keep up with demand for green technology. Action owner is working with the education sector to provide and promote green skills courses to expand and upskill the workforce (Action 5.12).
- Competing national demands on housing funds, such as complying with the Decent Homes Standard, fire safety regulations and damp prevention, affected the delivery of housing retrofit across the Council's housing stock. However, additional resource was created in the Housing and Residential Growth team to focus on the development of a Housing Retrofit Plan and to identify funding opportunities to support delivery (Action 1.6).
- The financial landscape for upcoming years looks challenging, which could mean UK Government investment in climate change may be impacted. The Zero Carbon Finance and Investment Sub Group continues to explore opportunities for investment into climate action (Action 5.2).
- The increase in extreme weather events presents a risk to Manchester remaining a resilient and liveable city. The Council, along with partners are working collaboratively and taking action to adapt as well as mitigate the risks of climate change.

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Under the Spotlight: Within the Council

This section is focused on the activity to reduce the Council's direct emissions and wider impact on the environment, which has taken place between April 2022 and March 2023. This section includes progress against milestones and areas of focus that are outlined in the [Climate Change Action Plan Work Programme for year 2022/23](#).

Workstream 1 – Buildings and Energy

Estates Carbon Reduction Programme

The Council's estate consists of 316 operational buildings and the Zero Carbon Estates Programme was designed to reduce emissions across this estate.

Energy audits were undertaken initially to prioritise work on the buildings with the highest level of CO₂ emissions.

Having invested over **£30 million** into the Council's Zero Carbon Estates Programme on a variety of energy efficiency, heat decarbonisation and energy generation measures, CO₂ emissions from the operational estate have reduced by almost 35% since the baseline year 2018-19. To support the delivery of the programme, grant funding has been secured from European Regional Development Fund (ERDF) and UK Government's Public Sector Decarbonisation Scheme.

Six buildings have been the focus for energy savings measures this year, utilising £2.9m PSDS funding and estimating a reduction of 470 tCO₂ per year:

- Arbetha (Manchester Creative Digital Assets),
- Harpurhey District Office,
- Denmark Road Active Lifestyle Centre,
- Didsbury Library,
- Hall Lane Resource Centre,
- The Place at Platt Lane.

During 2022-23, the **National Cycling Centre (NCC)**, has also undergone works to install **solar carports**, which will complete in June 2023, saving a further 40 tCO₂.

More information on the Council's Zero Carbon Estates Programme can be found in a report to [Resources and Governance Scrutiny Committee on 10 January 2023](#).

Large-Scale Renewable Energy Generation

The Council continued to progress the proposed project for Large Scale Renewable Energy Generation during 2022-23.

Global energy markets, higher energy prices and the UK's new [Energy Security Strategy](#) (March 2022) had a negative impact on the availability and the cost of assets such as solar farms, which has impacted the Council's ability to purchase a solar PV facility.

Decarbonisation measures installed:

- LED lighting & controls upgrade
- Combined Heat and Power Engine
- New swimming pool covers
- Solar photovoltaic (PV) panels
- Solar PV battery storage
- Ground and Air Source Heat Pumps
- New Building Management Systems
- Fabric improvements



Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Late 2022, the Council identified a potentially suitable large scale solar PV facility available for purchase and submitted an initial non-binding offer to the developer. A report on the potential purchase was made to [Executive in January 2023](#). However, during the Council's detailed assessment of the proposition, the Council took the decision to withdraw from this potential purchase as the site did not pass our due diligence thresholds for viability and therefore did not offer a sound investment opportunity for the Council.

The Council is now working with advisors to secure a Power Purchase Agreement (PPA) to meet the emissions reduction target by 2025. Further details are included in the [June 2023 report to Executive](#).

Housing retrofit programme for Council housing stock

Additional capacity was added to the Housing and Residential Growth team during 2022-23 to support the delivery of a housing retrofit programme across all tenures including the Council's housing stock. The work programme for these posts includes the development of a housing retrofit plan that meets the Council's zero carbon ambitions, producing and delivering a resident engagement plan and identifying funding opportunities to support delivery of the housing retrofit programme.

Private Finance Initiative (PFI) contractors who manage part of the Council's housing stock have been working with the Council to agree a sustainability strategy, which will be rolled out and complete mid-2023.

A report detailing a roadmap for retrofitting all homes across Manchester was presented to [Environment and Climate Change Scrutiny Committee](#) in September 2022. Noted within the report is that funding for both social housing and private housing retrofit remains the biggest risk to delivering the retrofit plan.

During 2022-23, the ERDF and Homes as Energy Systems (HAES) project was delivered, completing in June 2023. Retrofit schemes covered multiple property types involving the installation of both Air & Ground Source Heat Pumps, Solar PV and battery systems. A total of 629 properties received interventions with an estimated carbon saving of 1,879 tCO₂.

In March 2023, the Council was successful in securing £11.6m from the UK Government's Social Housing Decarbonisation Fund (SHDF), providing retrofit works across 1,603 Council properties over the next 2 years and £10.4m from the Home Upgrade Grant (HUG2) programme, to deliver retrofit to c500 properties in the private sector.

Workstream 2 – Travel and Transport**Sustainable materials in Highways**

In September 2022, the Council appointed a Highways Environmental Sustainability Lead to oversee the implementation of sustainable practices within Highways. This new role has been the driver behind the team adopting the National Highways Carbon Tool to gain a better understanding of the emissions produced from highways maintenance and development works. The tool will be incorporated into the new Major Construction Works Framework and trialled on the A34 Corridor project.

A Sustainable Drainage Systems (SuDS) Guide has also been developed by the Highways team, which takes the learnings from Grow Green - a European funded Nature Based Solutions (NBS) project, which explored innovative solutions to adapt to climate change. These learnings incorporate NBS measures, such as Sustainable Drainage Systems (SuDS) into new and existing projects across the city.

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Electrification of the operational and waste fleet

In May 2022, the remaining two electric Refuse Collection Vehicles (eRCVs) were added to the waste collection fleet, taking the total eRCV count to 27 (50% of the waste fleet), with a carbon reduction target of 400 tCO₂ per year. Emissions from the waste fleet continue to be monitored.

The Council's operational fleet continues to be electrified, with electric vehicles (EV's) increasing from 37 to 41 (+11%) in the fleet. Further EV's will be added to MCC's operational fleet as vehicle leases need to be renewed.

eCargo bikes deployment

In 2022, 26 eCargo bikes and 6 eCargo trailers were purchased as part of an e-Cargo bike project funded by Energy Savings Trust.

Twelve bikes and three trailers have been successfully integrated into the Council's operational fleet, which are being used across parks, cemeteries and leisure centres across Manchester, helping to reduce the use of diesel vans and grey fleet. One bike is even being used by our Climate Change Neighbourhood Officers to transport event resources around the city.



“Using the bike is not only important for our own Net Zero ambitions but also to show other organisations that it can be done. It's also a breeze to ride!”

Climate Change Neighbourhood Officer

Over **300 miles** travelled on Council eCargo fleet during April 2022 - March 2023, equivalent saving of **70 kg CO₂**

The remaining eCargo bikes and trailers from the project are being used by Manchester Metropolitan University, the University of Manchester and three social enterprise organisations; a 'bike library' for short-term lease is also available to the public. Mileage data from the Council's eCargo fleet is being monitored to assess usage levels and emissions savings - this information can also help to build a business case for the purchase of additional eCargo bikes in the future.

Staff Travel Policy

A new Council Sustainable Travel Project Officer role was created in 2022-23 to lead on embedding the [Staff Travel Policy](#) (approved in December 2021) across the Council alongside the promotion of staff travel incentives.

An example of this is the trial of public transport travel passes purchased by Coroners & Registrars team, supporting officers to travel by public transport as an alternative to taxi. The results of the trial will be reviewed to consider the potential rollout across other services during 2023-24. Early feedback shows a steady increase in the usage of the public transport tickets as more of the team are

“The tickets have had a positive impact, reducing the use of taxis each month since they were introduced.”

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

finding it easier and **“less hassle”** than waiting for a taxi. **“Once the staff have tried it, they seem keen to continue to use it!”**

Incentives to support staff to commute sustainably

Two new incentives have been introduced this year, which can benefit Council staff when considering their travel choices, these are:

1. A registered car users can now also register as a cycle user to claim a cycle allowance for the days they use a bike for in-work travel. Previous Council staff could only be registered as a car or cycle user, not both!
2. An Ultra-Low Emissions Vehicle scheme has been introduced for staff who are looking to purchase a more efficient vehicle.

Take up of all staff travel incentives are being monitored to gauge the success.

[Love to Ride - Cycle September](#) campaign was promoted internally to staff with the aim to encourage more travel by bike, unfortunately the publicity had to be withdrawn prematurely due to the Queen’s passing and a hold on business communications. However, 54 Council officers signed up to the campaign and cycled over 7,400 miles, of which 2,241 were commuting miles. By the end of the campaign the Council ranked 3rd in the regional table and 25th nationwide, saving over 600 kgCO₂ in the process.

Regular internal communications have been shared across the Council throughout the year to highlight climate support initiatives and the cost-savings benefit, including:

- Cycle to Work Scheme – making buying a new bike, accessories, and clothing more affordable with a tax-free loan
- Public Transport discount tickets - discounted flexible, weekly, monthly, and annual public transport tickets
- Annual Travel Tickets interest-free loans – allowing staff to purchase annual travel tickets making them more affordable, accessible and spreading the cost.



Workstream 3 – Sustainable Consumption

Establish a monitoring framework for the 10% environmental weighting

Following the Council’s Executive Committee approving an additional 10% environmental weighting, taking the total social value weighting to 30% as standard across all procurement contracts, dedicated training for commissioners got underway. The aim of the training is to equip commissioners with the knowledge they require to consider sustainability and climate change as part of tender specifications and provide guidance on how to score potential supplier responses to the environmental tender questions.

The new Social Value Portal will be used to record supplier’s social value and environmental commitments so that these can be monitored by the contract managers. To aid the monitoring process, work to gather emissions data from goods and services purchased by the Council (known as Scope 3 emissions) is underway but proving challenging, however this data is crucial to establish a baseline for our supply chain (Scope 3) emissions, which can then be used as a measure to

Home to School Transport

Carbon considerations have been included in the new Home to School Transport contract, these include:

- Requirements for key data on mileage and type of vehicle to allow for monitoring of CO₂ emissions.
- Exploring a more efficient approach to route planning to further reduce carbon emissions.

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

influence carbon reduction across our supply chain. Work is ongoing to understand how this data can be captured, technical experts have been engaged to support.

Reduction of Single Use Plastics within the Council

A new role, Sustainability Project Manager has been created within the Council to deliver the Council's commitment to be avoidable Single Use Plastic (SUP) Free by 2024. There has been extensive engagement with teams across the Council, to understand the scale of avoidable SUP's used and to identify opportunities for reduction. The outcome of this engagement informed the development of a draft SUP action plan. An Officer Working Group has been established to oversee the development and implementation of the action plan, and the development of a council-wide SUP policy. Analysis of the Council's SUP purchases remain an area of challenge but work on this is ongoing with Procurement, Finance and Performance, Research and Intelligence teams.

A detailed report was presented to [the Environment and Climate Change Scrutiny Committee in December 2022](#), outlining the progress and next steps, with a follow up report due in October 2023.

Implementation of Sustainable Events

Engagement has taken place with Council officers who deliver and support events to promote sustainable practices at Council-owned events, Council-funded events, and external events hosted on Council land. [The Sustainable Events Guides](#) provide the focus for this with additional supporting communications that has been produced.

Reusable Cup Scheme Pilot

- 3 events included
- 0.5 tonnes of waste prevented
- 24,000 single use plastic cups saved
- 1.4 tonnes of CO₂ saved

Training on smart power, waste, and carbon footprinting was delivered across 5 community events funded by the Council. We have worked closely with key event organisers during the year to

contribute to sustainability improvements, such as the Para Swimming World Championship, to provide guidance on sustainable measures including a Sustainability Action Plan, Sustainable Procurement Code and carbon footprinting at the event, which took place in Summer 2023.

A Greener Future were commissioned to carry out an independent assessment of three community events and the Manchester Christmas Markets to demonstrate green credentials. This highlighted good practice, including SUP reductions and recommendations, such as more sustainable power options and improved waste management to prioritise recycling. These findings will inform planning for future events.

Further positive action was seen with the Cathedral Gardens Ice Rink, which significantly reduced diesel generator use by accessing mains power from the National Football Museum saving 50,000 litres of diesel, the equivalent of 90 tCO₂.

Following this success, a scoping exercise of potential mains power improvements for outdoor events in licensed spaces was completed, gathering data from 30 event organisers. The findings will inform a recommendation for improvements to grid power infrastructure along with estimated costs, and potential carbon savings.



Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Workstream 4 – Adaptation and Sequestration

Green and Blue Infrastructure

Following the refresh of the [Green and Blue Infrastructure \(G&BI\) Strategy](#) in 2021, work has continued throughout 2022-23 to improve climate resilience across the city, delivering against four key objectives:

- Improving the quality and function of Green and Blue Infrastructure to maximise the benefits it delivers,
- Using appropriate Green and Blue Infrastructure as a key component of new developments to help create successful neighbourhoods and support the city's growth,
- Improving connectivity and accessibility to Green and Blue Infrastructure within the city and beyond,
- Improving and promoting a wider understanding and awareness of the benefits that Green and Blue Infrastructure provides to residents, the economy and the local environment.



The Green and Blue Infrastructure Strategy contributes to the delivery of the CCAP 2020-25, specifically in relation to climate resilience and adaptation, as well as informing the evidence and strategic context for the city's local development frameworks, including the refresh of the Local Plan.

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Tree planting across Manchester

Key Performance Indicators:

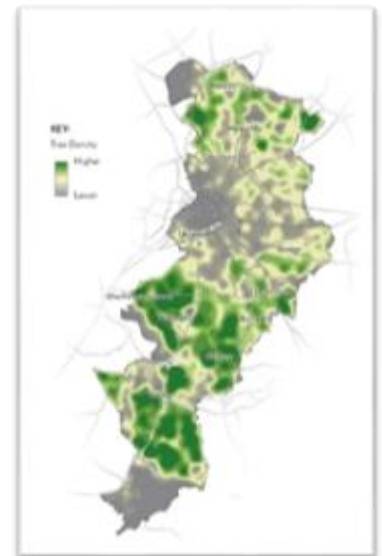
In the planting season 2022/23 the following trees were planted:

- **7861 Trees**
- **1.5 km Hedgerow**
- **5 Community Orchids**

Of these, 165 trees were planted as part of the commemorative national Queen's Green Canopy project.

Planting programmes delivered during the 2022-23 planting season, have been done in accordance with the [Tree Action Plan](#), which was refreshed this year. As part of the refresh, the City's treescape was mapped to look at current tree coverage at a ward level to identify priority areas for future planting.

Tree planting across Manchester has been supported with funding from the Department for Food and Rural Affairs (DEFRA) Urban Tree



Challenge fund, £130,000 was secured via a City of Trees bid. More than 300 new trees were planted across Manchester and will be maintained using this funding.

City of Trees also delivered a workshop to Council officers on the Woodland Creation Accelerator Programme, where information about the Woodland Creation Accelerator Fund and the support it offers was provided, as well as creating an opportunity for interdepartmental discussions around potential planting opportunities using maps.

Workstream 5 – Catalysing Change

Carbon Literacy Training

Additional capacity was created within the Council to support delivery of the Carbon Literacy Training (CLT) programme and to embed a zero carbon culture within the workforce.

Having achieved Carbon Literate Silver Accreditation in 2021, the focus has been on engaging more staff to undertake CLT to enable the achievement of Gold Accreditation in 2025. In order to achieve this, CLT is now mandatory for all staff and included as part of the Council's new starter induction programme, proactive engagement is being carried out and to increase the training offer, six train the trainer volunteers have been recruited. The training booking system has also been improved making it more accessible.

Complimentary training has also been provided to Commissioning Managers across the Council to support the embedding of zero carbon consideration across our procured contracts. Other bespoke training is being considered to support other Council services, such as Highways and Estates teams.

Opportunities to deliver CLT outside of the organisation have also been explored, with Manchester Adult Education Services rolling out CLT to learners via its certified tutors and working with materials produced by the Greater Manchester Combined Authority to produce an online training package for school staff.

Key Performance Indicators:

- Average **150** officers attending training sessions every month
- **26%** of the workforce (1928 officers) certified Carbon Literate including:
 - **93** elected members
 - **136** Senior Leadership Group officers

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Decision Making

Following the inclusion of a zero carbon priority within the Our Manchester Strategy, other ways of ensuring zero carbon is being embedded across the Council is by using annual Service Plans, every year services within the council are expected to set out how they will embed Zero Carbon into Service delivery. This approach provides a thread from the strategy to each member of the workforce in relation to how everyone will contribute to achieving zero carbon status.

Finance and Investment

During 2022-23, the Council established a Zero Carbon Finance and Investment Group to explore the scale of investment needed to deliver the Council's zero carbon agenda and to look at funding models and opportunities to support delivery. The group developed a project pipeline in line with the Council's zero carbon ambitions, which contributed to a successful bid to Government's Innovate UK. The Council secured £75,000 to deliver a three-month feasibility study for a Net Zero Neighbourhood, outcomes from the feasibility will feed into a second bid later in 2023.



The Council also invested £800,000 into adding capacity to support delivery of the CCAP 2020-25, thirteen posts were created to focus on actions across procurement, energy infrastructure, housing, sustainable business travel, carbon literacy, communications, sustainable events and reducing SUP's.

A update on additional zero carbon investment for 2022-23 was included in [a budget report to Environment & Climate Change Scrutiny Committee in November 2022](#).

Climate action commitments have also been embedded within the Cultural Partnership grants programme emphasising the expectation for organisations to express their commitment to addressing climate change in line with Manchester targets. A report on the Zero Carbon Culture Guide and climate change action in the culture sector was presented to [Environment and Climate Change Scrutiny Committee in March 2023](#).

The Voluntary, Community and Social Enterprise grants programme have also followed a similar approach.

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Seeing is Believing: Across the City

This section provides an overview of the activity between April 2022 and March 2023 focusing on the city-wide actions to enable and influence positive change across the city. This section illustrates progress made against milestones and priority actions outlined in the [Climate Change Action Plan Work Programme for 2022/23](#).

Workstream 1 – Buildings and Energy

Supporting city-wide housing retrofit

The Council has been working closely with Manchester Housing Providers Partnership's Zero Carbon working-group to develop an emissions monitoring framework for Registered Providers housing stock. Emissions data collated from Registered Providers operating in Manchester has been used to establish a baseline for future monitoring.



Housing efficiency data is also being refined to produce a list of fuel poor private properties who may be eligible for UK Government's Home Upgrade Grant (HUG2). A successful bid for £10m from the HUG2 funding will support improvements to approximately 500 privately-owned homes. Homeowners and private landlords not eligible for HUG2 continue to be signposted to Greater Manchester Combined

Authority's housing retrofit accelerator scheme 'Your Home Better' for advice on how to retrofit their homes. Further details can be found at www.yourhomebetter.co.uk

A report to the Council's [Environment & Climate Change Scrutiny on 09 March 2023](#) outlined the housing retrofit targets within the Council's Housing Strategy and a commitment to develop a Housing Retrofit Plan.

Local Area Energy Plan (LAEP)

A Local Area Energy Plan for Manchester was developed as part of the Greater Manchester Local Energy Market project in 2020. Relevant officers from across the Council have been engaged on the content of the LAEP and dedicated capacity has been created to coordinate the delivery of activity that supports the LAEP. Officers are exploring how the LAEP will compliment development and infrastructure strategies, and planning policies, examples include the new Manchester [Electric Vehicle Charging Infrastructure Strategy](#) and the Manchester [Housing Strategy](#).



Workstream 2 – Travel and Transport

City Centre Transport Strategy

In Spring 2022, £1.07bn of UK funding for Greater Manchester was confirmed. Funding secured from the City Region Sustainable Transport Settlement (CRSTS) for 2022-2027 will support a number of key schemes in [the City Centre Transport Strategy](#), which will continue to be delivered:

- **Deansgate, Bus Corridors and Victoria North Streets for All** - designs and outline business cases developed, work continuing to late 2023.

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

- **Oldham Road, Rochdale Road, Ashton New Road, Stockport Road and Wilmslow Road** - £3.28m funding secured to develop outline business cases for each site.
- **Ancoats Mobility Hub** - £25m secured from Homes England. The Hub will feature low carbon measures such as green walls and solar PV panels.

Work on the refresh of the Manchester Local Implementation Plan has commenced which will set out Manchester's priorities for delivering the Greater Manchester Transport Strategy 2040. The refreshed Implementation Plan will also align to the priorities of the City Centre Transport Strategy and a 'vision' of what the city will look like in 5 years, 10 years and beyond.

Electric Vehicle (EV) Charging Infrastructure

Funding secured for the Greater Manchester City Region Sustainable Transport Settlement for 2022-2027 will support delivery of the electric vehicle charging infrastructure in Manchester.

In December 2022, the Electric Vehicle Charging Infrastructure Strategy was shared with the Council's [Environment & Climate Change Scrutiny Committee](#) and Executive Committee. Following the strategy's approval, a soft marketing exercise was planned to take place during Spring 2023 to assess market interest and feasibility in the proposal for a supplier to fully fund the installation, operation, and maintenance of public EV charge-points on Council owned assets.

Walking and cycling infrastructure across the city

Regional funding from the Active Travel Fund (ATF) and the Mayor's Challenge Fund is supporting work across several Bee Network schemes including Levenshulme and Burnage, Fallowfield Loop/Manchester Cycleway, Victoria Northern Eastern Gateway, Chorlton Cycleway, Northern Quarter and Stevenson Square, and Deansgate.

Work continues to change temporary cycle filter measures previously installed to permanent measures across the city.

A further £3.95m funding was secured from ATF this year, to fund development plans for Alan Turing Way and Fountain Street/High Street active travel schemes. Alan Turing Way CYCLOPS concept designs are complete and a feasibility study is underway for the Fountain Street/High Street scheme.

During 2022-23, a [Manchester Active Travel Strategy and Investment Plan](#) (MATSIP) was developed and endorsed by [Executive Committee in February 2023](#).

MATSIP key objectives:

- Making walking the natural choice for short journeys
- Doubling cycling's share of journeys from 6% to 12%; a School Street in each ward
- Installation of secure cycling parking; reduction in default speed limit in residential areas to 20mph
- Improve access to schools, parks and other key destinations; and remove inaccessible barriers.

Workstream 3 – Sustainable Consumption

Influencing a reduction in Single Use Plastics across the city

As part of the Council's commitment to be avoidable Single Use Plastic (SUP) Free by 2024, external stakeholders have been engaged to support their SUP reductions, examples include:

Central Library Café (operated by Manchester Central Catering), worked closely with the Zero Carbon team to implement a series of SUP reduction measures, such as:

- Replacing plastic milk bottles with carton alternatives
- Replacing plastic drink bottles with cans and cartons
- Increasing promotion of 'Bring Your Own Cup' discount
- Using refillable sugar dispensers



The Council contributed to a '**Reusable Cups Guide**', aimed at community event organisers and created by the charity, **City to Sea** (who aim to reduce plastic waste nationally and lead the *Refill* campaign to promote reusables over disposables). The Council engaged further with City to Sea and its **Refill campaign**, laying the groundwork for further collaboration in 2023-24.

MCC Supplier Toolkit and collaboration with GMCA and city partners

As part of the additional resource dedicated to delivering the CCAP 2020-25, capacity was added to the Integrated Commissioning and Procurement team to support Commissioning Managers with the rollout of the 10% environmental weighting and also to support suppliers to respond to open tenders.

The Council's [Social Value Supplier Toolkit](#) was adapted for small to medium-sized businesses to ensure it is relevant and accessible. Learnings from the Sustainable Events Guide and Zero Carbon Culture Guide have also been taken on board to improve the Supplier Toolkit guidance.

The Council continues to engage with partners across the city and other Local Authorities such as Cornwall Council and Transport for Greater Manchester, to share knowledge and good practice on the inclusion of zero carbon in procurement.

Working with the Manchester Food Board

Manchester Food Board's (MFB) refreshed action plan aligns MFB's priorities with the updated Manchester Climate Change Framework and MCC's Climate Change Action Plan. Colleagues from FoodSync (MFB Secretariat) were invited to present Council officers, the strategic priorities of the MFB and discuss how the Council can support these. Other projects delivered by FoodSync were also highlighted to explore further opportunities for influencing sustainable practices across the city.

As a result, work is underway to develop a 'Manchester Sustainable Food Policy' which will address the priorities of the Manchester Food Board, as well as the food actions within the Manchester Climate Change Framework and the CCAP 2020-25. The policy is expected to be published in 2024.

Waste reductions across the MCC estate and the city

The Council continues to explore opportunities for reducing its carbon emissions from waste, however progress in this area has been slow due to lack of information from Central

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Government on the new National Waste Strategy. Officers continue to monitor Government announcements, which will inform plans for the local waste collection and disposal.

The Events team and Sustainability Project Manager have been working with officers from the Waste and Recycling team to explore options for improving waste collection at events, to improve recycling rates and data monitoring. Work is also underway to develop clearer bin signage in the Central Library café to encourage visitors to dispose of their waste correctly and understand opportunities and challenges for increased recycling across Council services.

Workstream 4 – Adaptation and Sequestration

Grow Green – Horizon 2020

In November 2022, the GrowGreen project hosted its final event in partner city Brest, France, which ended a five-year collaboration between six European cities with the aim to research and develop Nature Based Solutions (NBS) for climate adaptation.

Led by Manchester City Council, GrowGreen has delivered innovative Nature Based Solutions to adapt to both higher temperatures and increased rainfall. In Manchester, the project delivered:

- The development of the award winning [West Gorton 'sponge park'](#), a brand-new park with the features designed to 'drink' excess rainwater monitored by the University of Manchester.
- '[Our Rivers Our City](#)' Manchester's first River Valley Strategy – highlighting the value of Manchester's rivers for biodiversity and flood prevention, but also for physical and mental wellbeing.
- An update to [Manchester's Green & Blue Infrastructure Strategy](#), with added focus on climate resilience.



As a key outcome of the GrowGreen project, MCC were looking to generate evidence for social impact to build investment confidence, and as a result, we estimate that £150 million will be spent citywide within the next 5 years on future green schemes through the Green and Blue Strategy.

Reducing mowing to improve biodiversity



In an aim to improve biodiversity across the city, grass cutting on road verges has now been reduced to a four-week mowing schedule.

Cutting the grass less often in areas such as road verges gives wildflowers the chance to grow, flower and produce seeds. These wildflower areas can provide food and shelter for insects, birds, small mammals, reptiles, and amphibians. Additionally, reducing the use of our diesel mowers reduces air and noise pollution as well as a carbon reduction and cost saving.

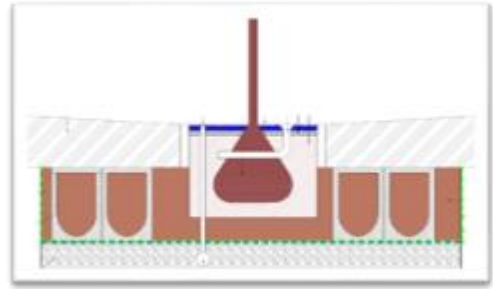
Recreation areas such as parks are still being cut and maintained more regularly to ensure they are fit for purpose for everyday use.

Manchester City Council - Climate Change Action Plan 2020-25
Annual Report 2022-23

Sustainable Urban Drainage Systems

The new post created in the Highways team to lead on environment and sustainability has been developing a Sustainable Drainage System (SuDS) Developer Design Guide.

The aim of the Design Guide is to encourage and standardise the approach of implementing SuDS on Major Highways Projects and into new private developments by outlining the requirements to install and maintain rain gardens and SuDS-enabled street trees (as diagram).



Workstream 5 – Catalysing Change

Resident engagement

Manchester City Council's Neighbourhood officers continued to engage with residents as part of our climate leadership role across the city. A variety of activities took place across neighbourhoods to proactively engage with residents to reduce their carbon footprints. Examples of this work are covered in more detail in the 'Communications and Engagement' section starting on page 26.

Officers also worked with elected members from the Environment and Climate Change Scrutiny Committee to improve existing Ward Climate Change Action Plans. A Member-led task and finish group convened to develop SMART (specific, measurable, assignable, realistic, and time-related) targets for the Ward Climate Change Action Plans, with a focus on the following themes:

- Community Engagement and Awareness Raising
- Children and Young People (Our Year 2022)
- Reduce, Reuse, Recycle
- Active Travel, Clean Air and Transport
- Nature Based Solutions and Green & Blue Infrastructure
- Energy (specifically awareness raising of energy efficiency)

These improved Ward Climate Change Action Plans will help identify carbon savings at a local level and allow the Council to support residents and communities to live more sustainably.

An update on this activity was presented to [MCC's Environment and Climate Change Scrutiny Committee in November 2022](#).

Manchester Climate Change Agency, supported by the Neighbourhoods team, secured £2.5m from the National Lottery Fund, to deliver the next phase of **#InOurNature** up to 2025. The funding provides additional resource for the Agency (4 new posts), to support wider community engagement and delivery of the programme across the city. This project will complement the work undertaken on the Ward Climate Change Action Plans.



Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Zero Carbon Communications

Zero Carbon communications has increased during 2022-23 due to the addition of dedication capacity within the Communications team providing much needed support, sharing positive news from all five workstreams and building strong foundations for developing the Zero Carbon Communications Strategy.

Messages promoting key zero carbon projects and achievements have regularly featured across all communication channels. These messages aligned with wider activity across the Council and national action days, covering topics such as recycling Christmas trees and wrapping paper, reusing or donating unwanted goods, promoting sustainable diets and travel, sharing information on low carbon developments and events for residents relating to climate change.

Between August and September 2022, a resident facing behaviour change campaign went live, promoting sustainable behaviours and encouraging residents to take climate action. Messages were displayed on digital screens, billboards, and buses around the city. Lamp post banners were also placed in wards with low levels of climate change engagement. The campaign has continued throughout the year across social media platforms. Assessing behaviour change and carbon reduction as a direct result of the advertising campaign is not possible, however officers continue to monitor online statistics for the follow up campaign, which can be found in the 'Communications and Engagement' section starting on page 26.

The Communications team continues to work closely with the Neighbourhoods team and Executive Member for Transport and Environment to ensure messages across our communications platforms are engaging and relevant.

Working with the city partners

Manchester City Council continues to engage with partners across the city, sharing good practice and leading by example. In 2022, the Council collaborated with Manchester Metropolitan University, Manchester Climate Change Agency and the Met Office to develop [a heat map for the city](#). The map will allow for better understanding of heat related vulnerabilities across the city and will aid adaptation planning.

Manchester Climate Change Agency

Manchester City Council continues to provide ongoing financial support to the Manchester Climate Change Agency, which has unlocked other contributions from members of the Manchester Climate Change Partnership. This funding has enabled the creation of a second Deputy Director role at the Agency to support with the strategic delivery of the Manchester Climate Change Framework and other projects.

Manchester Climate Change Framework 2022 Update

On 14th September 2022 the update [Manchester Climate Change Framework](#) was endorsed by the Council's Executive Committee. The updated Framework outlines specific actions and targets to support the transition to zero carbon and a more climate resilient city. The updated Framework will serve as a tool for effective engagement with partners across Manchester and beyond. An exercise has been carried out to understand the Council's role (own actions, enabler, influencer, lobbying) against each action in the updated Framework, this has been assessed against the Council's refreshed CCAP 2020-25 and will also inform actions in the next CCAP.

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

School engagement

Throughout 2022-23, significant progress has been made in engaging schools. Dedicated capacity within the Education team created to lead on engaging schools in Manchester's zero carbon ambitions. A range of activities have been delivered, including establishing a Green Schools Network and organising a Bee Green Education Summit to share good practice and work collaboratively on issues related to climate change.

Further details on the Bee Green Summit are detailed on [page 28](#).

Influencing Greater Manchester (GM) stakeholders to decarbonise

Manchester City Council continues to work closely with partners across the region on a variety of projects and initiatives, including the GM Housing Retrofit Accelerator and Green Spaces Fund. The Council has also been successful in securing various funds via GM bids, such as the Mayors Challenge Fund (cycling & walking infrastructure), the City Region Sustainable Transport Settlement, Public Sector Decarbonisation Scheme, and Social Housing Decarbonisation Scheme. The Council has also made good progress in delivering against the Greater Manchester Avoidable Single Use Plastics pledge and is sharing good practice with The Greater Manchester Combined Authority (GMCA) and the other GM Local Authorities.

Executive Members and Senior Officers continue to represent Manchester on a range of GM Boards, such as the Green City Region Partnership, the Wider Leadership Group and Directors of Place, as well as working closely with GMCA officers.

International networks and projects

In June 2022, the European URBACT funded Zero Carbon Cities project came to an end, hosting a final event at Central Library, which was broadcast online. The event provided an opportunity for all partner cities to come together to showcase their Zero Carbon Cities projects and the outcomes.

In November 2022, the EU Horizon 2020 funded GrowGreen project also came to an end. This project remains a flagship project for highlighting the benefits of accessible green spaces and SuDS. Learnings from this project continue to inform the design of future development projects.

The UK China Hydrogen Forum launched during 2022-23 at an event attended by the Chinese Embassy. This project aims to improve an understanding of the opportunities and challenges of using hydrogen, particularly in cities, and will focus on Manchester and Wuhan as pilot partners.

Green Skills

During this year, the new Manchester Work & Skills Strategy 2022-27 was adopted by the Council's [Executive Committee](#). A Green Skills Action Plan based on the five priorities in the "Liveable and Low Carbon" section of the [Work & Skills Strategy](#) has also been developed to sit alongside the Strategy.

To further promote green skills across the city, the Work & Skills team commissioned Groundwork to deliver 'Every Job A Green Job' programme, working with schools and career leads to raise awareness with young people of the job opportunities in the Green Sector. Developing the Green Skills Sector is critical to delivering several of the CCAP actions, housing retrofit is one of the actions reliant of green skills.



Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

A dedicated Manchester Adult Education Services (MAES) Officer has been appointed to lead on embedding sustainability across the service, including delivery of a new "**Sustainability and You!**" five-week course providing residents with an opportunity to engage with their local community, whilst learning practical ways to live more sustainably.

Engagement and Communications Highlights

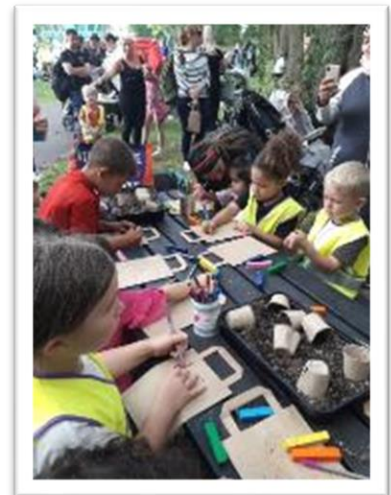
This section highlights the engagement and communications activity which took place during 2022-23. Examples of how the Council aims to influence positive behaviour change both internally with staff and across the city to residents and other stakeholders are outlined below.

Engagement Highlights

Neighbourhood Leadership

Below are highlights of the variety of climate-related activities led by the Council's Neighbourhoods team for local communities to engage in during 2022-23. The range of activities encouraged climate action and sustainable behaviour change:

- In collaboration with the Education team – BEE GREEN posters were delivered to all education settings using modes of active travel as this coincided with World Car Free Day. This engagement aimed to raise the profile of the Zero Carbon 2038 target and encourage all settings to work with the Council on tackling climate change.
- 'Cost of Living' events were held in Levenshulme, Whalley Range, Withington and Didsbury, providing opportunities to discuss energy saving tips with residents, to save money whilst also tackling climate change.
- City of Trees engagement meetings to encourage residents to volunteer to improve local woodlands.
- Visited repair cafes to learn about how they work and could be replicated across the different neighbourhoods.
- Supported residents and Manchester Youth Zone to apply for GMCA's Green Spaces funding.
 - Redesigned Ward level Climate Change Action Plans and delivered guidance workshops for Neighbourhood Officers to support climate action within the local communities
 - Delivered a family event promoting cycling and active travel



Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

- Promoted Manchester's zero carbon ambition and climate change action through distribution of the sustainability produced merchandise, such as reusable water bottles or Z-Cards



Education Engagement



On 30th June 2022, a citywide climate focused engagement event – **BEE Green Education Summit 2022** - for educational settings was held to provide a platform for school leaders, business managers and governors to learn practical ideas, access resources for climate change action and share challenges they face. The BEE Green Education Summit covered subjects such as reducing energy consumption, promoting active travel, waste management and recycling, nature-based solutions and more.

A Hub with environmental resources was launched following the event to support schools to develop their own climate change action plans.

A two-day Student Assembly also took place alongside the Summit with the aim to encourage young people to work together, influence Government and work with their schools to tackle climate change.

The Summit was attended by over 120 Headteachers, Business Managers and Governors from more than 80 education settings as well as several Councillors and Council officers who support the education sector.

The aim of the Summit was to:

- Understand the climate crisis challenges and opportunities facing the education sector
- Provide practical ideas and resources to support change

Bee Green Student Assembly

A three-day event attended by 66 students from across Manchester ran alongside Bee Green Summit.

Students took part in a range of activities, from a podcast camp and workshops on campaigning to placard making and engaging with decision makers.

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

- Provide access to expert advice and tools to enable climate action planning

In line with the ambition to lead by example, the venue – Connell Co-op College – was specifically selected for its high sustainability credentials and great links to public transport making it accessible for attendees. A fully vegetarian, locally sourced lunch was provided, and the organisers went to great lengths to ensure minimal rubbish was created by reusing materials from previous events, marketing the event virtually and ensuring all materials used on the day were sustainably sourced.



Feedback gathered from the Summit has informed the development of a Climate Change Strategic Action Plan.

The City Council's Education and Neighbourhoods teams continue to work together engaging with schools on a range of events to support the zero carbon agenda, highlight funding opportunities and exploring Carbon Literacy Training opportunities for staff. Green Schools Networks are being developed, the Central Network has been established, North and South are expected to follow in 2023-24.

The Green Bee Relay launched in January and is a challenge for schools to actively travel 3500 miles by Clean Air Day on 15 June 2023. The Communications team has supported with promotional material for this challenge and videos will be created to track the progress of participating schools.



Manchester City Council - Climate Change Action Plan 2020-25
Annual Report 2022-23

Communications Highlights

Manchester City Council has actively promoted its zero carbon ambition through campaigns, ongoing social media activity and regular press releases during this year.

A detailed update on this activity was presented to the Council's Environment and Climate Change Scrutiny Committee in February 2023.

Social Media

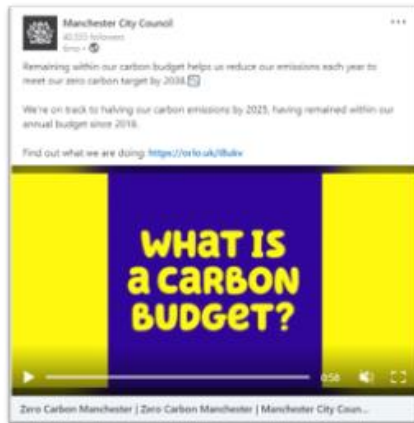
137
posts across
all social
media
channels

1689
likes

541,057
views

Topic highlights for 22/23:

- Q1 (April – June)**
 - Sustainable travel
 - Clean Air Day
 - Green Space Fund
- Q2 (July – September)**
 - Sustainable clothing
 - Reduce car travel
 - Habitat preservation
- Q3 (October – December)**
 - Green Skills
 - E-waste
 - Eat less meat
- Q4 (January – March)**
 - Veganuary
 - Carbon footprints
 - Green regeneration



Manchester City Council - Climate Change Action Plan 2020-25
Annual Report 2022-23

Internal Communications

Topics Covered in 22/23

Q1 (April – June)

- Plastic reduction
- Biodiversity
- Cycle to work scheme

Q2 (July – September)

- World Car Free Day
- #BeeActive campaign
- Carbon Literacy training


Q3 (October – December)

- Reducing printer waste
- Sustainable diets
- Green skills

Q4 (January – March)

- Veganuary
- Reducing Carbon Footprint
- Green Bee Relay





New Ultra-Low Emissions Vehicle staff offer

We are working in partnership with **EVs Fleet Solutions** to encourage and enable you to make a move to an Ultra-Low Emissions Vehicle (ULEV). With our new ULEV scheme you can get a brand new, completely zero-emission or hybrid car. You can enjoy a monthly lease that covers all of your vehicle-related costs, including the new vehicle, repair and maintenance, insurance, tax, and depreciation.

Interested? Go to the EV Fleet for more information.



Blog of the week

Green British Spring Clean 17 March – 2 April

Have you heard of the Green British Spring Clean? It's part of Keep Britain Tidy, a movement to restore pride in our communities and to help take more action against climate change.

This is a great chance to use your **flexible volunteering** skills as an individual, team or group as you can join the Manchester volunteers into action and show pride in our city. If you need any support, you can contact the **Keep Manchester** team, or register on **Keep Britain Tidy**.



200 members of staff participated in the Green British Spring Clean, taking about 1500 plastic bottles and other debris with them to the recycling centre. Manchester is helping our spaces clean and tidy.

"Best of all though, I enjoy seeing the green grass and nice public footpaths looking clean and tidy, and knowing we have contributed to a better place for the wildlife and people's cars."


Thank you to all those who took part!

6.5k Members of staff reached per month on average

We only get four minutes to save the world

Help the Manchester Climate Change Agency by **completing this short questionnaire** to help them understand how we can collectively take climate action. Help our city move towards a greener future and get a badge on track to our goals.

Complete the questionnaire



8 staff blog posts and case studies focused on sustainable behaviours and sharing good practice


Saving energy in our buildings

As we move into the winter months, we'll be taking extra steps to save energy and reduce our carbon emissions for example in the Town Hall Extension. Turning the temperature down by just one degree will save around 100kg of carbon emissions a year! There are lots of other ways you can help reduce our carbon footprint, and you'll find out what they are in the leaflet of the attached for the program.



Carbon Literacy Action Day

Join fellow colleagues in this year's **Carbon Literacy Action Day** on 7 November 2022. A national initiative to raise awareness and understanding of climate change and the role of individuals in reducing their carbon footprint. The event will be held in various locations across the city and will include a variety of activities, including a quiz, a competition, and a chance to win prizes.



Behaviour Change Campaign

- Key stats**
- **60** PVC free, eco friendly lamp post banners across 10 target wards
 - **16** Large outdoor media signs with potential views of **2.6 million** per fortnight
 - 12 weeks Zero Carbon Campaign coverage across **116 digital screens** with potential views of **30 million**
 - Large commercial banner site outside Town Hall benefiting from the continuous footfall traffic of St Peter's square
 - Bus campaign with expected reach of **91% of residents** in Manchester



National Road Safety Week ran from 14 to 20 November (extended to 25 November across Manchester)



39
Theatre workshops delivered in schools

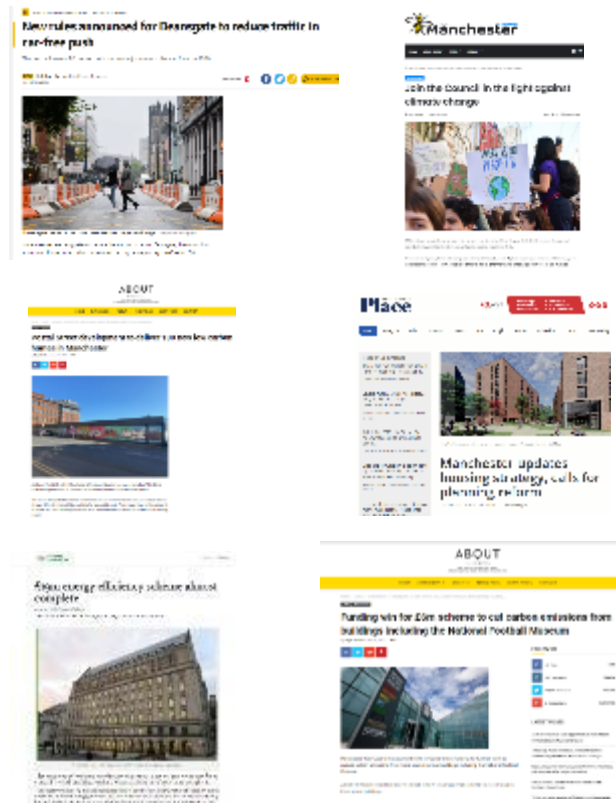
14
Bike maintenance events

43
PCNs issued to drivers across 20 schools

Press Releases

Q1 (April-June 22)

- Public Sector Decarbonisation Scheme Round One
[Greener Greater Manchester Construction.co.uk](https://www.greenergreatermanchesterconstruction.co.uk)
- Wythenshawe Climate Emergency Event
manchesternews.com (link expired)
- New Low Carbon Housing Developments in Northern Quarter
[Manchester Evening News About Manchester](https://www.manchestereveningnews.com)
- Public Sector Decarbonisation Scheme Round three
[Manchester Evening News About Manchester](https://www.manchestereveningnews.com)
[Place North West](https://www.placenorthwest.com)
[Greener Greater Manchester.com](https://www.greenergreatermanchester.com)
[New Start magazine](https://www.newstartmagazine.com)
- Reducing traffic in city centre
[Manchester Evening News](https://www.manchestereveningnews.com)
- Decarbonising housing strategy
[Place North West](https://www.placenorthwest.com)



Q2 (July-Sept 22)

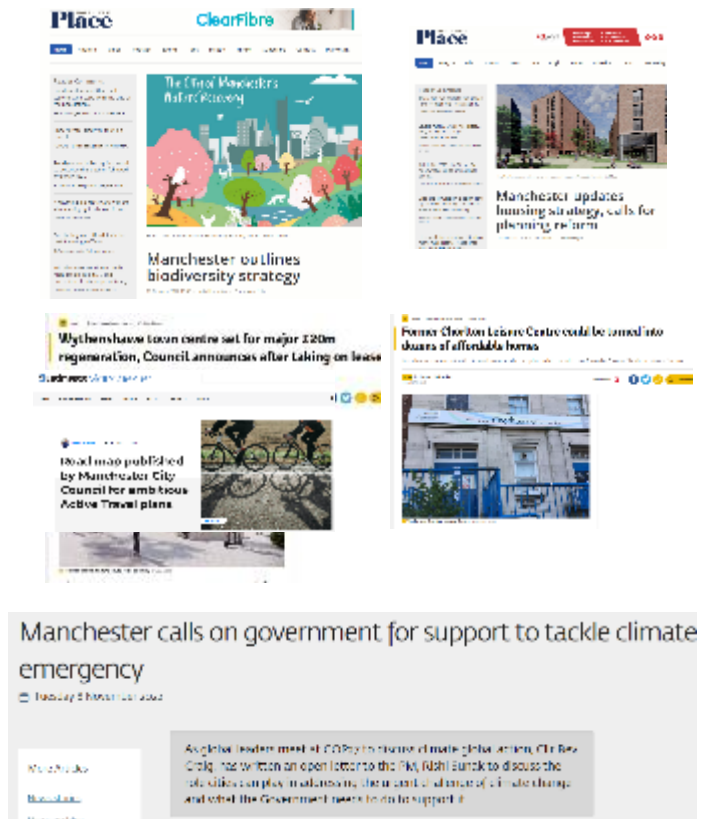
- Ancoats regeneration
[Business Manchester](https://www.businessmanchester.com)
[Greener Greater Manchester](https://www.greenergreatermanchester.com)
[North West Property News](https://www.northwestpropertynews.com)
[Place North West](https://www.placenorthwest.com)
[NewStartMag](https://www.newstartmagazine.com)
- Manchester Housing Strategy
[I Love Manchester](https://www.ilovemanchester.com)
- Wythenshawe Low-Cost Homes
[Manchester Evening News](https://www.manchestereveningnews.com)
- Wythenshawe Levelling Up
[Manchester Evening News](https://www.manchestereveningnews.com)
[About Manchester](https://www.aboutmanchester.com)
[The Manc](https://www.themanc.com)
[Manchester World](https://www.manchesterworld.com)
- Climate Change Framework Update
[Manchester Evening News](https://www.manchestereveningnews.com)
- Cyclops in Whalley Range
[Manchester Evening News](https://www.manchestereveningnews.com)



Manchester City Council - Climate Change Action Plan 2020-25
Annual Report 2022-23

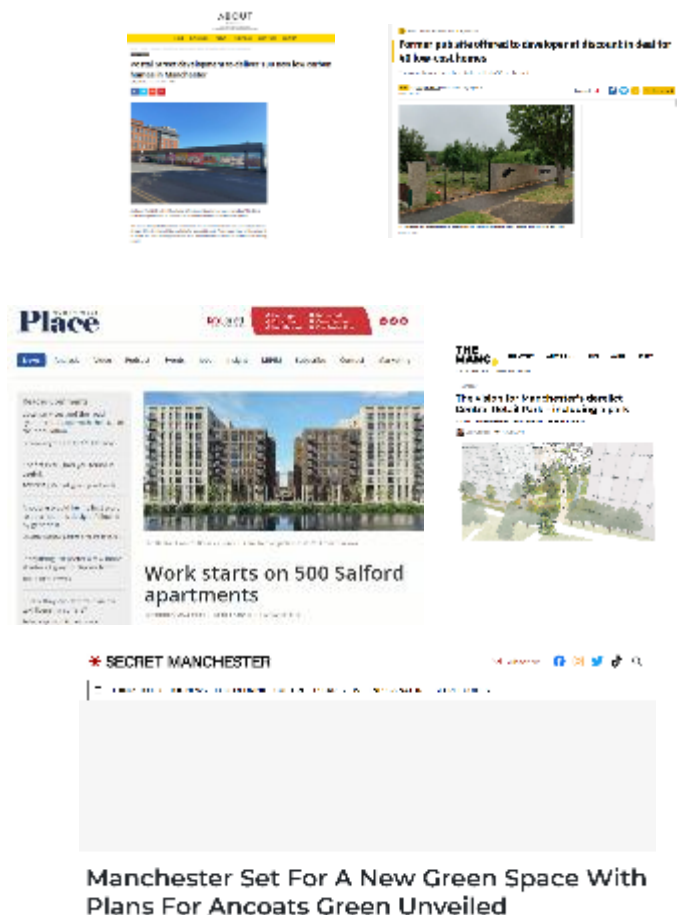
Q3 (Oct-Dec 22)

- Biodiversity Strategy
[Place North West](#)
- Wythenshawe regeneration
[Manchester Evening News](#)
[Place North West](#)
- Leaders' Open letter to Prime Minister to discuss Climate Change
[Manchester City Council](#)
- Project 500 sustainable housing
[Manchester Evening News](#)
[Place North West](#)



Q4 (Jan-March 23)

- Central Retail Park consultation
[The Manc](#)
[Manchester Evening News](#)
- Work to begin on final stage of Manchester to Chorlton walking and cycleway
[Manchester Evening News](#)
- Former Chorlton Leisure Centre site to provide low carbon affordable housing for older people
[Manchester Evening News](#)
[Business Manchester](#)
- Ancoats Green Transformation
[Manchesters Finest](#)
[Secret Manchester](#)
[The Manc](#)
[Place North West](#)
- Publication of Manchester's Active Travel Strategy and Investment plan
[Business Manchester](#)



Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

Appendix 1 - RAG Rating at a Glance:

The tables below show the overall progress of each action within the CCAP 2020-25 using a RAG (Red, Amber, Green) rating system.

Several actions recorded as complete in previous Annual Reports (e.g., the roll out of 27 electric waste collection vehicles), have been updated as part of the CCAP refresh (approved by MCC's Executive Committee in September 2022) to reflect the next course of action, therefore the RAG has been updated to reflect progress against the refreshed action.

Key:

Working to target (Green)	Work in progress (Amber)	Not started / missed critical milestones (Red)
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Workstream 1 – Buildings and Energy		
Action	RAG	Action Summary
1.1	Amber	MCC Estates carbon reduction programme
1.2	Amber	Manchester Build Standard
1.3	Amber	Large scale renewable energy generation
1.4	Green	LED street lighting
1.5	Amber	Civic Quarter Heat Network
1.6	Amber	MCC Housing Carbon Reduction
1.7	Amber	Citywide Housing Carbon Reduction
1.8	Green	Commercial and non-domestic building carbon reduction
1.9	Amber	Local Area Energy Plan (LAEP)
1.10	Amber	Leasing and disposing of Council buildings and land
1.11	Green	Manchester Local Plan
1.12	Amber	Partnerships e.g., Green Building Council

Workstream 2 – Transport and Travel		
Action	RAG	Action Summary
2.1	Green	Electric refuse collection vehicles
2.2	Green	Replace operational fleet with EVs
2.3	Amber	Business Travel Policy
2.4	Amber	Environmental actions within Highways
2.5	Green	Greater Manchester Transport Strategy 2040
2.6	Green	City Centre Transport Strategy
2.7	Green	EV Charging Infrastructure Strategy
2.8	Green	Active Travel
2.9	Green	Sustainable Travel Incentives for MCC Staff

Manchester City Council - Climate Change Action Plan 2020-25

Annual Report 2022-23

2.10	Amber	Aviation Emissions
2.11	Amber	Air Quality

Workstream 3 – Sustainable Consumption

Action	RAG	Action Summary
3.1	Amber	Sustainable Procurement
3.2	Amber	Reducing Single Use Plastics (SUPs)
3.3	Green	Sustainable Events
3.4	Amber	Waste Services
3.5	Amber	Supplier Toolkit
3.6	Green	Influencing a reduction in Single Use Plastics
3.7	Green	Manchester Food Board

Workstream 4– Adaptation and Sequestration

Action	RAG	Action Summary
4.1	Green	Tree Action Planning
4.2	Green	Nature Based Solutions
4.3	Green	Parks CCAP
4.4	Green	Green and Blue Strategy
4.5	Green	Biodiversity Strategy
4.6	Green	Tree Planting

Workstream 5 – Catalysing Change

Action	RAG	Action Summary
5.1	Amber	Carbon literacy training
5.2	Green	Embedding zero carbon within Council decision making
5.3	Green	Finance & Investment
5.4	Green	Community Engagement
5.5	Green	Citywide Communications Strategy
5.6	Green	Fund Manchester Climate Change Agency (MCCA)
5.7	Green	Support Manchester Climate Change Partnership
5.8	Amber	Support Education Providers to reduce carbon
5.9	Amber	Influence GM stakeholders to decarbonise
5.10	Amber	Government Lobbying
5.11	Green	International networks and projects

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Manchester City Council Report for Information

Report to: Health Scrutiny Committee – 6 September 2023
Executive – 13 September 2023

Subject: Planning for Winter 2023/24

Report of: Deputy Place Based Lead
Executive Director Adult Social Services
Director of Public Health

Summary

In February 2023, the Manchester Health Scrutiny Committee held an extraordinary meeting to hear from Manchester health and care system partner organisations on how they responded to the challenging 2022/23 winter period.

In taking the learning from last winter and responding to the guidance issued by NHS England, health and care system partners in Manchester and Greater Manchester have been meeting regularly and this report provides the Health Scrutiny Committee and the Council Executive with a forward view of the plans for this winter.

As was the case in February 2023, partners will attend the Committee to answer questions relating to their respective organisations.

Recommendations

- 1) The Health Scrutiny Committee is asked to note the report.
- 2) The Executive is asked to note the report.

Wards Affected - All

Environmental Impact Assessment - the impact of the decisions proposed in this report on achieving the zero-carbon target for the city

In terms of service delivery all NHS partner organisations in Greater Manchester are expected to adhere to the GM NHS Green Plan and Council directorates and teams are aware of their responsibilities in contributing to the city's net zero carbon target.

Our Manchester Strategy outcomes	Contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Health and social care are an important part of the city's economy including creating significant economic value, jobs, health innovation and supporting regeneration efforts

A highly skilled city: world class and home grown talent sustaining the city's economic success	Health and social care supports significant jobs and skills development in Manchester
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Progressive and equitable is central to the Our Healthier Manchester Locality Plan and the Making Manchester Fairer Plan now provides an effective framework for tackling health inequalities in the city
A liveable and low carbon city: a destination of choice to live, visit, work	There are strong links between health partners and housing providers in the city and health partners also have an important role in working towards net zero
A connected city: world class infrastructure and connectivity to drive growth	Transport infrastructure and digital connectivity are critical to providing effective health care for Manchester residents

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

Each year various grants are made available to social care, primary care, NHS Trusts to support the response to dealing with winter pressures.

Financial Consequences – Capital

None

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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.

Report to Health Scrutiny Committee, 22nd February 2023, Accessing Health Services

1.0 Introduction

- 1.1 This paper gives an overview of the key elements of the approach to winter planning 2023/24 alongside organisational updates relating to what will be delivered by partner organisations.
- 1.2 A full system winter plan will be developed through our two urgent care system boards – Manchester and Trafford Operational Delivery Group (ODG) and Urgent Care Board (UCB). A first iteration of the system plan will be shared at the September Urgent Care Board, with a further update in October, and then as required throughout winter.
- 1.3 In line with previous years, the Manchester and Trafford System Resilience Team will lead and co-ordinate on all aspects of winter planning and the lessons learnt from winter 2022/23 have been incorporated into the organisational delivery plans.

2.0 Delivering operational resilience across the NHS this winter

- 2.1 On 27 July 2023, NHS England published the national approach to winter (<https://www.england.nhs.uk/long-read/delivering-operational-resilience-across-the-nhs-this-winter/>), alongside winter roles and responsibilities guidance, which provides clarity on actions and deliverables from system partners.

Four areas of focus were highlighted as follows:

- Continuing to deliver on the Urgent and Emergency Care (UEC) Recovery Plan by ensuring high-impact interventions are in place
- Completing operational and surge planning to prepare for different winter scenarios
- Ensuring effective system working across all parts of the system, including acute trusts and community care, elective care, children and young people, mental health, primary, community, intermediate and social care and the VCSE sector
- Supporting our workforce to deliver over winter.

And the two key metrics for UEC recovery are:

- 76% of patients being admitted, transferred, or discharged within four hours by March 2024, with further improvement in 2024/25.
- Ambulance response times for Category 2 incidents to 30 minutes on average over 2023/24, with further improvement in 2024/25. A full description of category response times is provided in Appendix 1.

- 2.2 NHS England has requested the first iteration of winter plans from Integrated Care Boards (ICBs) by 11 September 2023. Key Lines of Enquiry (KLOEs) have been issued to localities to complete and return ahead of this deadline. This will ensure Manchester plans have adequately considered and addressed the four priority areas and completion of these plans is now underway as described below.

Urgent and Emergency Care System Plan

- 2.3 Through the Manchester and Trafford Urgent Care Board and Operational Delivery Group, locality partners have collaborated to create system urgent care action plan, which aligns to the 2 year recovery plan published by NHS England in January of 2023. The new system plan identifies key workstreams and actions across five topics:
- Flow
 - Workforce
 - Discharge
 - Community
 - Access
- 2.4 To ensure that progress is being made in each of the workstreams, named leads have been identified and updates are reported with key deliverables and risks identified. In preparation for winter, workstreams with key deliverables across Q3 (October – December)/Q4 (January – March) will be identified for incorporation into organisational and system winter plans.

Urgent and Emergency Care Recovery Funds

- 2.5 In March 2023, GM Integrated Care System (GM ICS) informed localities of recovery/winter funding available for 2023/24 to help plan in a more coordinated way. This funding allocation sits across several separate workstreams supporting virtual wards, discharge and securing additional capacity.
- 2.6 System partners are working to prioritise this funding across primary and community care, the acute and the mental health system. Final decisions will be taken by the Manchester Partnership Board (MPB) as part of the winter planning process.

Operational Pressures Escalation Levels (OPEL) Framework

- 2.7 On 8 August 2023, NHS England issued new guidance on the reporting of Operational Pressures Escalation Levels (OPEL). This new guidance provides standardised metrics for the reporting of acute OPEL. The focus is on acute hospitals as the area of system health provision that often carries the highest risk from operational pressure. This new process will ensure that acute OPEL can be measured at a site, trust, Integrated Care System, regional and national level. It also outlines the interaction between OPEL and the national Emergency Preparedness, Resilience and Response (EPRR) framework. There are four levels of OPEL – Level 1 where services are operating within normal parameters up to level 4 where pressure in the local health and care system continues to escalate leaving organisations unable to deliver comprehensive care.
- 2.8 Manchester Foundation Trust (MFT) along with system partners will ensure that regular reporting of metrics is in place for winter. System resilience will engage with system partners on ensuring a full refresh of OPEL action cards is

in place before winter, to ensure that this is reflective of recent updates to services and standards. These action cards will clearly set out the roles and responsibilities of individuals and organisation.

Winter Communications Plan

- 2.9 As with previous years, the locality winter communications plan will be led by the overall GM ICS winter strategy and NHS GM winter communications and engagement plan. There will be an integrated communications and marketing campaign approach that uses engaging content across multiple channels including social media, website, internal and stakeholder, outdoor media and digital channels at both a GM and locality level.
- 2.10 While the GM approach will allow for consistency across the region, we will have additional activity across Manchester that reflects our diverse population and the health inequalities that we know exist. This will include additional communications and engagement activity relating to vaccination programmes (see 3.10) and the cost-of-living crisis with both translated materials and easy read materials.

3.0 Organisational Winter Deliverables, by Organisation

- 3.1 This section of the report sets out organisational plans which are being built around delivery of the four priority areas highlighted in section 2.1. The plans are being developed considering lessons learned from last winter, aligning with the system's urgent care recovery goals and with the core principle of working together as partners to keep people well at home. Each of the organisations have provided the narrative and information for their sections.
- 3.2 Plans are built on comprehensive analysis of historical data to forecast peaks in demand. The priority remains on maintaining patient safety throughout, especially at times when demand surges. It is important to note that there are risks to delivering these plans. These include, securing the required funding and workforce, ensuring the wellbeing of staff, levels of COVID-19 and flu, the social care market, demand, extreme cold weather and cost of living challenges.
- 3.3 As was the case during winter 2022/23, the Deputy Place Based Lead will provide weekly updates to the Executive Member for Healthy Manchester and Social Care and the Chief Executive of the Council/Place Based Lead. This will also ensure that effective dialogue with Elected Members can be maintained to support any communication efforts with local residents about the appropriate use of services. This is most likely to happen in the December/January period when services are usually stretched in the build up to Christmas and afterwards.

3.4 GM Integrated Care Board - System Control Centre

- 3.4.1 The Greater Manchester System Control Centre (GM SCC) was established in December 2022 and it brought together existing functions, such as the Greater

Manchester Urgent and Emergency Care Operational Hub (GM UEC Operational Hub), the Greater Manchester System Operational Response Task Group (GM SORT), and the existing Emergency Preparedness, Resilience and Response (EPRR), as well as the many data feeds to ensure a consistent and collective approach to managing system demand and capacity as well as mitigation of risks.

3.4.2 Revised guidance for a System Coordination Centre (in place of a Control Centre) was published in August 2023, alongside the revised framework for the Operational Pressures Escalation Levels (OPEL) Framework (referred to in 2.7), and work has commenced to meet the minimum standards outlined in this revised guidance prior to the deadline of the 1st of November 2023.

3.5 North West Ambulance Service (NWAS)

- **Ensure a greater number of deployed hours on the road over winter in line with agreed recruitment and resourcing plans** - Introduction of a 24/7 Duty Officer role, facilitating operational delivery of ambulances through overcoming internal challenges around staffing and logistics and external constraints associated with delays and difficulties with handover.
- **Direct investment into GM paramedic emergency services** - creating the equivalent of 1008 additional emergency ambulance hours per week. This will increase emergency ambulances on the road by 11 every day at peak times.
- **Increase the clinical assessment of calls in every emergency operations centre to deliver the navigation and validation of Cat 2 calls, as well as increasing clinical input to Cat 3 and 4 calls (see appendix 1)** - recruiting an additional 75 clinicians into its emergency operations centres to focus on telephone triage and the introduction of category 2 call validation
- **Establish sufficient call handling capacity and finalise arrangements for the use of the 'Intelligent Routing Platform' in times of surge** - recruiting a further 41 emergency medical advisors (999 call handling) to ensure resilience in call taking over winter. The introduction of NHS Pathways into our 999 environment last year means that more callers can now be redirected to community alternatives.
- **Ensure mental health professionals are embedded in all emergency operation centres ahead of winter** - an embedded model of mental health clinicians into its Emergency Operations Centre (EOC) in Manchester.

3.6 Manchester Foundation Trust (MFT)

3.6.1 MFT commenced their winter planning in July and have held a series of engagement sessions with staff across the hospitals and community services within Manchester and Trafford.

3.6.2 Focusing on the four areas highlighted earlier there is a commitment to:

- **Deliver the UEC Recovery plan ensuring high impact interventions are expedited at pace** - across our acute adult and paediatric hospitals, we have either already implemented or are making substantial progress against the nationally recognised high-impact interventions with the Hospital at Home programme is at the forefront of plans. These interventions have already contributed to a reduction in patient wait times in our A&E Departments over recent months. Our objective is to ensure that when patients attend our departments, we can promptly direct them to the appropriate care. However, we know that winter brings many challenges, and we want to ensure that we are well prepared to manage those peaks in demand that we experience each year and these interventions are being accelerated to improve our resilience this winter. Measuring the impact of the interventions will be through delivering on our four-hour A&E performance and reducing the number of patients in our beds waiting for on-going care outside of a hospital setting.
- **Ensuring operational and surge planning is robust to prepare for different winter scenarios/peaks in demand** - all hospitals have developed surge capacity plans to manage peaks in demand, this means opening of additional beds. However, at the forefront of our winter plan is our hospital at home programme which will enhance and expand our virtual ward capacity. Our main area of focus as a whole system is to avoid admissions, reduce bed occupancy and release bed capacity across the hospital to avoid opening additional beds when demand increases.
- **Robust escalation processes in place with roles and responsibilities clearly defined, working across group and in partnership with the System Co-ordination Centre (SCC)** - To gauge pressures on the system the national team look at a number of measures, which are:-
 - Mean ambulance handover times
 - Emergency Department (ED) four hour performance
 - ED attendances
 - Majors and resuscitation occupancy
 - Median time to treatment
 - % of patients spending >12 hours in ED
 - % General and acute beds occupied
 - % of open beds that are escalation beds
 - % of beds occupied by patients no longer meeting the criteria to reside

Each hospital across MFT carries out daily assessments against these metrics and have operational policies in place to manage periods of escalation. All efforts across the system need to have an impact on these measures. Day to day operational accountability rests with the Group Chief Operating Officer (COO) who will enact an MFT wide tactical command cell at times of heightened escalation aligned to our Patient flow and Escalation Policy. The COO will liaise with the System Coordination Centre that is responsible for the coordination of an integrated system response and which will support interventions when providers are challenged.

- **Having robust workforce plans in place to support the health and wellbeing of our staff** - all hospitals have workforce escalation plans in place for tracking absence levels to maintain safe staffing levels. Our staff matter to us and 'Our People Plan' details the mechanisms we use and offers we provide to support staff to look after each other. It is important that our staff have access to the right support and across MFT we have many health and well being programmes in place. Last winter we saw flu return at scale and it is important that we protect the public and staff and our vaccination programme will do this.
- **Additional improvement support to limit the number of people in MFT beds without criteria to reside** - NHS England has a process in place to identify systems and organisation who would benefit from additional support, it is referred to as tiering. The Greater Manchester Urgent Care System has been placed in tier one which gives us an opportunity to access additional resources to help address specific challenges. There is a long-standing improvement programme in relation to reducing the number of people in hospital that do not meet the criteria to reside definition, we are maximising the use of this additional support to build on this work by enabling clinicians, professionals, managers and patients within the locality to design and trial solutions that lead to improved outcomes. The focus initially will be on the central Manchester footprint, particularly around MRI, but is envisaged the agreed model that can be applied across the whole of Manchester.

3.7 Manchester Local Care Organisation (LCO)

- **Hospital at Home / Admission Avoidance** - There is a delivery plan in place to roll out a Hospital at Home offer across the city of Manchester by December 2023. This will be a critical milestone on our journey to achieving our target of 320 virtual community beds by the end of March 2024.
- **Manchester Community Response (MCR)** - Manchester Community Response (MCR) consists of health and social care integrated services that keep people well in their own homes through preventive measures or support timely flow out of our acute hospital sites. Follow a period of assessment and intervention MCR handover to our neighbourhoods teams for continuation of support in the community.
- **Improving acute inpatient flow and length of stay** - to support improvement in acute flow, a recovery trajectory and plan has been agreed with system partners to reduce the number of patients with No Criteria to Reside (NCTR) to 240, by December 2023
- **Transfer of Care Hub** - The Transfer of Care Hub (ToCH) is a virtual network focused on supporting discharge and system communication. ToCH supports mutual aid, system escalation, locality and regional assurance, and improvements in discharge processes.
- **Home First Discharge Policy Review** - The aim is to have the refreshed discharge policy in place by October and will provide discharge planning tools and resource for staff and patients across the system.

Adult Social Care

- **Home from Hospital** – VCSE collaborative to support people who have low or no social care needs, leaving on pathway 0 (more straight forward discharges) to enable them to settle in and prevent readmission or being discharged on pathway 1 (support required to recover at home with input from health, social care and VCSE).
- **Improving flow through Discharge to Assess beds** – a specialist Social Work team has been created to manage and support the flow through these beds increasing capacity.
- **Increasing flow in reablement** – additional flow co-ordinators have been put in place to increase capacity within reablement supporting discharge from hospital and stepping up from community to support admission avoidance.
- **Supporting flow in Intermediate care units** – continued funding of Senior Social Worker to monitor and maintain flow in the intermediate care units, reducing delays due to social care.
- **Integrated Control Room** – Additional resources invested into the Control room to maintain oversight of flow from the acute hospitals, and commissioning provision and care finding to support discharge in a timely manner.
- **Social Care support to Greater Manchester Mental Health NHS Foundation Trust (GMMH)** – developing an urgent action plan to support flow in acute and mental health beds to free up capacity and reduce delays in these beds.

3.8 Greater Manchester Mental Health NHS Foundation Trust (GMMH)

- There is a focus on crisis pathways as an alternative to admission - the aim is to ensure people get to the right clinician or team at the right time. These include:
 - **Implementation of the Crisis pathway model** - including Home Based Treatment Teams that adhere to national models, and offer a Home First option. Access to crisis cafés and overnight crisis beds that are accessible outside office hours and mental health practitioners within North West Ambulance Service (NWAS). Emergency Operations Centre as precursor to the GM mental health triage service, in partnership with Greater Manchester Police and NWAS
 - **Clear escalation processes for A&E** - GMMH has escalation procedures that are followed, in cases of increased pressure.
 - **Access to Child and Adolescent Mental Health (CAMHS)** - teams in place across Manchester to support assessment of Children and Young People (CYP) attending A&E in crisis. Young people are assessed at the point of presentation in A&E, with pathways to access CYP Home Based Treatment Teams (HBTT) and CAMHS beds.
 - **Accessing help in a Mental Health Emergency** – ensuring places of Safety/Section 136 Suites where there is 24-hour staffing provision to support service delivery for services users who are over the age of 16 years old.

- **Homelessness** - GMMH specialised homeless services do not operate an out of hours service, however, they will follow up all referrals the following working day. GMMH have engaged VCSE partners to develop and communicate pathways for people experiencing crisis and access to services out of hours.
- **Emergency resettlement schemes** - supports refugees including those placed through centralised resettlement schemes and those temporarily living with friends and families via its 24/7 helpline and existing pathways via primary, community and crisis care services.
- **Mental health inpatient discharge and flow** - the clinically led GMMH patient flow service (PFS) ensures that a standardised approach is delivered across all GMMH services with practitioners available 24/7 to support system flow to all GMMH beds.

3.9 Manchester Primary Care

- **Manchester Acute Respiratory Infection Service (MARIS)** - additional capacity for same-day respiratory appointments.
- **Additional Primary Care Resilience Same Day Access** - additional clinical and non-clinical sessions and GP surge hubs for adults and children. This will provide additional clinician time face to face, telephone or virtual.
- **GP Federation Resilience Hubs** – additional appointments in local hubs, these appointments can be booked by all practices.
- **Improving access to General Practice** – implementation of a modern model of general practice. These plans include objectives around working towards improving online access, including website improvement, use of the NHS App and supporting patients to become more digitally enabled.
- **Personalised Care** - work to shift the focus of healthcare delivery from a reactive, episodic model to a proactive preventive approach. The focus is on three high impact cohorts: dementia, frailty and patients who regularly attend A&E (usually more than five times a year).
- **Increasing support for self-directed care** - Funding has been secured from the GM 'Access and Inclusion' resource for winter vaccination. This includes 'English for Health' which has a strong focus on vaccination and self-care.

3.10 Manchester Public Health

3.10.1 The Department of Public Health at Manchester City Council and the NHS Manchester Locality Team co-ordinates the planning process for the system-wide winter vaccination programmes across Manchester and these are now underway in accordance with national guidance.

- Preparations to ensure a comprehensive vaccination offer for care home residents, housebound patients and other at risk cohorts will be put in place following confirmation of sign up to the Enhanced Service contractual arrangements relating to Primary Care.
- The programme timeline is as follows:-

- From 1st September 2- and 3-year-old children will be invited for flu vaccination alongside opportunistic Measles, Mumps and Rubella (MMR) vaccination
 - From 4th September the school flu programme commences
 - From 2nd October care home residents and staff for flu and Covid
 - From 7th October the start date for all other eligible cohorts, however, where flu clinics have been prebooked for September it has been confirmed that these may go ahead
 - The 15th December will be the end date of the main programme
 - The 31st January 2024 will be the end date for the Manchester targeted health equity approach and outreach offers any equity/pop up or outreach offers
- Manchester Foundation Trust will deliver a Covid, flu and pertussis vaccination service to pregnant women accessing their services. Further plans for other in-patients cohorts and staff vaccination are currently being finalised by MFT.
 - Work is underway with Intrahealth, the school flu service provider, to ensure comprehensive plans are in place to deliver to school-aged children with a greater focus on areas where uptake was low in 2022/23
 - Data analysis over the last two years shows a decline across all cohorts for both flu and Covid vaccination coverage, with the gap widening most for those from particular ethnic groups. Therefore, the communities we will focus on for our integrated neighbourhood approach and mobile targeted vaccination work will be the Pakistani, Bangladeshi, Black Caribbean and Indian populations.
 - A bid for GM Access and Inclusion funds has been approved and will support targeted winter vaccination work at neighbourhood level and to a range of inclusion health groups in order to address health inequalities.
 - Local bespoke communication planning is underway through a collaborative partnership approach and as stated earlier will include translated and easy read materials.

4.0 Recommendations

- 1) The Health Scrutiny Committee is asked to note the report.
- 2) The Executive is asked to note the report.

Appendix 1 – Category Response Times

Calls to 999 are categorised in to four basic categories. These categories are assigned following a system called NHS Pathways, which our call assessors use to clinically determine the needs of the patients. The categories are:

C1: Category one is for calls about people with life-threatening injuries and illnesses. We aim to respond to these in an average time of 7 minutes and at least 9 out of 10 times within 15 minutes

C2: Category two is for emergency calls. We aim to respond to these in an average time of 18 minutes and at least 9 out of 10 times within 40 minutes

C3: Category three is for urgent calls. In some instances, you may be treated by ambulance staff in your own home. We aim to respond to these within 120 minutes at least 9 out of 10 times.

C4: Category four is for less urgent calls. In some instances, you may be given advice over the telephone or referred to another service such as a GP or pharmacist. We aim to respond to these at least 9 out of 10 times within 180 minutes.

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