



Executive

Date: Friday, 15 March 2024

Time: 11.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

This is a **supplementary agenda** containing additional information about the business of the meeting that was not available when the agenda was published.

Access to the Antechamber

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

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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.

Supplementary Agenda

- | | |
|---|-----------------------------|
| 4. Our Manchester Progress Update
Report of the Chief Executive attached | All Wards
3 - 12 |
| 6. Education Strategy
Appendices to the published report of the Strategic Director (Education and Children's Services) attached | All Wards
13 - 28 |
| 11. The Delivery of This City - Phase 2
Report of the Strategic Director (Growth and Development) attached | All Wards
29 - 40 |

Further Information

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

Michael Williamson
Tel: 0161 2343071
Email: michael.williamson@manchester.gov.uk

This supplementary agenda was issued on **Tuesday 12 March 2024** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

Manchester City Council Report for Information

Report to: Executive – 15 March 2024

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

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

Contact Officers:

Name: Joanne Roney OBE, Chief Executive
 Position: Chief Executive
 Telephone: 0161 2343006
 E-mail: Joanne.Roney@manchester.gov.uk

Name: Alun Ireland
 Position: Head of Strategic Communications
 Telephone: 0161 2343006
 E-mail: Alun.Ireland@manchester.gov.uk

Background documents (available for public inspection):

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

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 UNESCO City of Lifelong Learning

- 2.1 Manchester has been recognised by UNESCO (The United Nations Educational, Scientific and Cultural Organisation) as a City of Lifelong Learning.
- 2.2 The recognition means Manchester joins an international network of 356 cities around the world - the UNESCO Global Network of Learning Cities - that each successfully promote lifelong learning across their communities and share inspiration, know-how and best practice with each other.
- 2.3 Manchester was added to the network following a rigorous application process during which the city had to demonstrate a track record of good practices and policy initiatives.
- 2.4 Another key feature of all cities in the international network is the number and strength of connections forged within each city between education and skills, communities, employers and the public sector - connecting education, training and cultural institutions, and engaging a wide range of partners, including schools, colleges, universities and the wider skills sector, as well as employers and other organisations.
- 2.5 In Manchester the city's lifelong learning application to UNESCO was co-designed with 150+ organisations, with many more also contributing to the city's lifelong learning approach.
- 2.6 As a UNESCO City of Lifelong Learning Manchester has committed to mobilising resources in every sector of the city to promote inclusive and quality learning for all and at all levels, from basic through to higher education.
- 2.7 As part of this partners across the city will also now be looking to revitalise learning opportunities within families and across communities, as well as facilitating learning opportunities within workplaces.

Relates to Our Manchester Strategy themes:

- Progressive and Equitable City
- Highly Skilled City

3.0 MTV EMAs

- 3.1 Manchester has been selected as the host of this year's prestigious MTV Europe Music Awards (the EMAs), billed by its organisers as "music's biggest global celebration."
- 3.2 The awards, which despite their name encompass music from around the world, will be held at Co-op Live which will become the UK's biggest indoor arena with a capacity of 23,500 when it opens next month.
- 3.3 The event on Sunday 10 November promises to attract international and home-grown stars and will be broadcast in 150 countries, boosting Manchester's visitor economy and providing another showcase for the city.
- 3.4 Organisers have cited the city's track record in successfully hosting major events alongside its proud musical heritage as key factors in their decision to bring the spectacle to the city.
- 3.5 Previous host cities for the awards, founded in 1994, include Berlin, Paris, Milan, Barcelona, Madrid, Bilbao and Budapest.
- 3.6 This autumn promises to be a memorable one for music in Manchester with the city also hosting the Worldwide Music Expo (WOMEX) and Beyond The Music Festival, both in October, in addition to the usual wealth of live shows.

Relates to Our Manchester Strategy themes:

- Thriving and Sustainable City

4.0 Better Outcomes, Better Lives

- 4.1 Detailed evaluation is taking place of the impact of the strengths-based, practice-led Better Outcomes, Better Lives programme which concluded at the end of last year.
- 4.2 Work has taken place over three years to support behaviour and culture change around care practitioners working in a 'strengths-based' way, which means identifying the strengths of the person what is important to them and the strengths in their existing network and using shorter-term interventions such as reablement and TEC (technology enabled care – CHECK) before exploring longer-term support.
- 4.3 The programme has sought to expand the use of shorter term support that enables independence. This has been achieved through investing in and expanding the Reablement Service, increasing the number of people accessing the service, and promoting the use of TEC.

4.4 Last month as special Board meeting was held a4knowledge what has been delivered over the last three years.

4.5 Key successes include:

- A 34% increase in TEC referrals completed by staff, from 2,100 in 2021 to 2,900 in 2023.
- A 26% increase in the proportion of support plans that include TEC, up from 14% in 2021 to 40% in 2023.
- An 8% increase in the proportion of people leaving core reablement with reduced or no support requirements, up from 66% in 2021 to 74%
- Following the launch of the Adults Early Support Team, 55% of referrals have been resolved by the team without needing to be picked up by Integrated Neighbourhood Teams.

4.6 Learning from the programme, and the approaches used in it, is being incorporated into wider programmes of work within the Adults MLCO and planning for 2024 priorities.

Relates to Our Manchester Strategy themes:

- Progressive and Equitable City

5.0 Generator enterprise hub

5.1 The Generator, a new enterprise hub in the city centre, opened last month to provide businesses and freelancers with affordable and flexible workspaces as well as free access to multi-faceted business information support.

5.2 The Generator hub is designed to help drive economic growth and innovation in Manchester by creating a space where pre-start and start-up businesses can work, learn, network, and grow.

5.3 It is situated in the Town Hall Extension on St Peter's Square, making it a convenient location for entrepreneurs, freelancers, and hybrid workers.

5.4 It includes breakout areas, collaborative and meeting spaces, workspaces, and private zones to meet the diverse needs of users. It will also host a wide range of social and business events to help plug members into a supportive and inspiring network, fostering a community of collaboration and creativity.

5.5 Located next to the Central Library, it leverages the library's resources and environment, providing a unique blend of traditional and modern workspaces.

5.6 Working closely with the Business and IP Centre (BIPC) Greater Manchester, Generator aims to be not only a co-working space but also a hive for business

growth. Members will benefit from expert advice, one-to-one business information support, and a pathway to £5 million worth of business resources via the BIPC.

- 5.7 Customers will also be able to find out about the Build A Business in GM Libraries business support programme, offering access to workshops and advice for start-ups and new businesses.
- 5.8 The project has been made possible by funding from the UK Shared Prosperity Fund (UKSPF) and Greater Manchester Combined Authority (GMCA) working with Manchester City Council.
- 5.9 A further site will open in Ancoats later in spring. More details about Generator can be found at www.generatormcr.org.

Relates to Our Manchester Strategy themes:

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

6.0 Ancoats Regeneration

- 6.1 Progress is being made on three key developments which together will help shape the final chapter of the remarkable transformation of Ancoats.
- 6.2 The inaugural development by This City, the council's own low-carbon housing company, has been on site for 10 months and is progressing well. The two apartment blocks are at their halfway point and work to create 10 townhouses is now underway.
- 6.3 Ultimately the development will deliver 129 new homes on a long-term brownfield site owned by the Council.
- 6.4 Some 30% of these will be capped at the Manchester Living Rent which is pegged at the same level as the Local Housing Allowance to ensure they are affordable to as many people as possible.
- 6.5 The development is being built to high sustainability standards, limiting heat loss through exemplar insulation, making the homes warm and cheaper to run – essential to support residents through the cost-of-living crisis.
- 6.6 The new homes will overlook Ancoats Green, a larger park space for the community which will connect seamlessly with the surrounding neighbourhood, acting as a green focal point.

- 6.7 Work to deliver the much-improved park has been on site since January this year. it will include new cycling and walking routes, play areas with accessible, open grassed areas as well as wildflower and wetland areas, and space for equipment hosting small events.
- 6.8 Meanwhile, development of the Ancoats Mobility Hub has reached its highest point and now celebrated its 'topping out.' The Mobility Hub is an innovative project which supports the aim for Ancoats to be a low-traffic, pedestrian-first neighbourhood.
- 6.9 The Hub will feature secure parking for 150 bikes alongside changing facilities, 102 electronic vehicle charging points and up to 30 spaces for car club and car share schemes as part of a car park which reduces the need for parking in nearby developments.
- 6.10 The building itself will feature 500 rooftop solar panels 400sqm of living green walls and 950sqm of open public space external areas featuring hard and soft landscaping – which is equivalent to the size of seven tennis courts.
- 6.11 A last-mile delivery hub and parcel lockers will centralise how local people can receive post and packages, vastly reducing delivery traffic in the area. A new commercial or hospitality space is also being explored.
- 6.12 The Mobility Hub, funded by a combination of Homes England and GMCA Brownfield Land Funding, is expected to be completed later this year.

Relates to Our Manchester Strategy themes:

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

7.0 Chorlton Public Realm Plan

- 7.1 Residents and local businesses are being encouraged to give their views on a new plan to support a thriving Chorlton district centre.
- 7.2 The aim of the Public Realm Plan, part of the council's commitment to focus on district centres across the city, is to ensure the centre of Chorlton remains an attractive, welcoming and accessible space for local people and visitors to enjoy.
- 7.3 The draft plan will help guide investment in the area's public spaces in the coming years – and is part of a city-wide focus on local district centres to ensure they can benefit from emerging regeneration opportunities.

- 7.4 There are a number of development opportunities in the neighbourhood that will be brought forward in the years ahead – most immediately the new affordable older person’s housing at the former leisure centre site. It is therefore a timely opportunity to put in place a vision for how the public realm could be improved in the future.
- 7.5 An improved public realm will also benefit the local commercial, retail and food and drink offer – and the plan has been drafted to be flexible to ensure it remains relevant as new opportunities arise.
- 7.6 The plan looks to:
- Assess Chorlton’s existing public spaces and streets, how they are used now, and how they could be improved in the future.
 - Create a distinct district centre plan to illustrate a range of possible projects that could be endorsed by the local community and be used as the basis for future funding bids.
 - And finally, the plan proposes concept designs at three key locations: outside Chorlton Library, at Four Banks, and at High Lane Junction.
- 7.7 The public consultation is live until 19 March at www.manchester.gov.uk/consultations

Relates to Our Manchester Strategy themes:

- Thriving and Sustainable City
- Progressive and Equitable City

8.0 Heaton Park Orangery

- 8.1 A planning application to refurbish Heaton Park’s Orangery and bring it back to life has been submitted.
- 8.2 The plans will see the Orangery, last open in 2012, undergo refurbishment to bring the much loved building, steeped in history, back into use.
- 8.3 The planned works to the interior of the Orangery are the latest in the continued investment in the Hall which in 2018-19 saw the Council and Historic England invest over £2.1m in works to the external fabric of this Grade 1 listed building to ensure it remains wind and weathertight.
- 8.4 The work to the Orangery, which is part of the Grade 1 listed Heaton Hall, will focus on new flooring, a full redecoration, new doors, upgraded toilets and a full overhaul of the electrical and heating systems including a new low carbon air source heat pump in line with the council’s commitment to become zero carbon by 2038.

8.5 Manchester City Council would work with Construction partner Manchester and Cheshire Construction to fit out the building which would take approximately five months to complete, leaving a blank canvas for any future operating partner.

8.6 The work is the culmination of a process where the Council has engaged with the market to look at what how to realise the Orangery's potential. This will include identifying the right operational partner to help to deliver the ambition of a high-quality dining and event space right in the heart of Heaton Park.

Relates to Our Manchester Strategy themes:

- Liveable and Zero Carbon City
- Thriving and Sustainable City

9.0 Contributing to a Zero-Carbon City

9.1 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.

10.0 Contributing to the Our Manchester Strategy

10.1 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.

11.0 Key Policies and Considerations

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

12.0 Recommendations

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

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Draft Manchester Education Strategy 2024–2034



Context

This strategy supports UNICEF Article 28 Right to Education and Article 29 Goals of Education where it is stated that education must develop every child's personality, talents and abilities to the full.

The strategy also supports the vision set out in Our Manchester, Our Children: Manchester's Children and Young People's Plan, that all children and young people should be safe, happy, healthy and successful and that disabled children can be independent and have choices.

The overall aim of the strategy is to meet the ambition set out in Our Manchester Strategy for a highly skilled city where all children have the best start in life, are given the opportunity to go to excellent settings and schools, colleges and universities that will prepare them for the future job market.



Introduction

Our children and young people told us that education is extremely important to them and that they want schools, settings and colleges which:

- Listen and respond to what they have to say and ensure children and young people know their rights and are influential
- Are inclusive, promote equality and challenge discrimination
- Are places where all children and young people feel safe and that they belong
- Support their mental and physical wellbeing and self esteem
- Provide trips, residential and provide or promote low cost clubs and activities
- Provide them with skills for life
- Support them with transitions at all phases
- Promote awareness of climate change and take steps to reduce their carbon footprint
- Provide a digital offer which relates to the future world
- Provide good quality careers advice including access to employment activities and work experience
- They can travel safely and independently to access
- Enable them to live satisfying lives and get a good job including, for some, the opportunity to access the most competitive career pathways.

These asks from our children and young people form a golden thread throughout the strategy. In response to these, a key part of our strategy is the development of an offer to all children and young people who are educated in Manchester which will form part of their educational experience and support their future success. This offer is based on existing practice across many of our educational establishments. Our strategy will ensure that these opportunities are consistent and made available to all of our children and young people regardless of which setting or school they attend and family income.

The strategy includes early education in our early years settings, our school system and alternative provision, and our 6th form colleges and providers located in Manchester.

Our offer to children and young people educated in Manchester

Throughout their education in our settings, schools and colleges, every child and young person will have the opportunity to:

- Develop Skills for Life: communication; creativity and problem solving; self-management; self-belief; team-building
- Perform and/or experience a performance
- Attend a live sporting event
- Visit Manchester City Centre
- Visit a library, museum and an art gallery
- Experience swimming
- Visit a place of natural beauty
- Visit different places of worship
- Receive a book as part of a transition read and meet an author
- Enter a competition
- Make a contribution to the local community/environment and engage in social action
- Participate in physical and outdoor adventure activities
- Learn how to achieve good physical and mental health including healthy eating
- Learn about how to stay safe and have positive relationships
- Experience travelling independently
- Participate in a democratic process
- Have the opportunity to think critically/debate an issue
- Use advanced technology to develop and use digital skills
- Visit an FE college and/or university
- Meet inspiring role models
- Access work experience/work placement
- Have the opportunity to volunteer
- Develop enterprise skills for example by raising money for a charity
- Access a mentor if needed.

Our shared values and collective ambition

From across the sectors, we have agreed that our shared principles are:

- Aspirational and ambitious for our children and young people
- Strive for educational excellence and promotion of lifelong learning
- Inclusive to all learners
- Promote resilience, health and wellbeing
- Collaborative and connected
- Inspirational and creative
- Professionally curious
- Promote fairness and equity to reduce impact of any disadvantage
- Responsive and accountable to our families and local community
- A shared sense of place locally, nationally and internationally.

Our collective ambition as an education system is that through education our children and young people will:

- Form and shape future opportunities in our city
- Have high aspirations and choices as they progress into the world of work
- Have well developed skills for life (self belief; self management; team working; communication; creativity and problem solving)
- Be proud of their identity, feel safe and have a sense of belonging and pride in Manchester.
- Understand their rights and have opportunities to influence decisions about themselves and their communities
- Be intellectually curious, creative and socially and morally responsible.
- Be articulate, numerate and have a love of books and reading
- Achieve outcomes in line or better than their peers nationally
- Have good mental and physical wellbeing
- Have the digital skills to benefit from and shape the future
- Be informed and empowered to influence sustainability and the green economy.

How we will achieve our collective ambition

Ensuring all children access excellent early years education

This will be achieved by continuing to work in partnership with our early years sector to:

- Ensure Manchester's early years providers are fully aware of national and local developments and are at the forefront of practice
- Increase uptake of nursery places and support more flexible early years education where needed
- Ensure sufficiency of high quality sustainable daycare and respond to the extension of the free entitlement offer
- Provide start up advice, support and courses to grow early years education and childcare sector where it is most needed
- Address the impact of the pandemic on our most disadvantaged children through determined and targeted action including investment in additional speech and language programmes and family support
- Promote what should ordinarily be available for children with additional needs
- Champion and lead inclusive practice through roll out of evidenced based programmes, our quality assurance process, special educational needs and disabilities training and specialist outreach services
- Facilitate the implementation of the Manchester Early Years Quality Assurance Framework
- Support providers to successfully transition children to school.

Ensuring all children access excellent schools

This will be achieved by continuing to work with our school leaders and multi-academy trusts to:

- Ensure the City offers a continuum of provision comprising highly inclusive mainstream schools with clarity about what is ordinarily available for children with additional needs and a comprehensive graduated response, resourced provision, specialist and alternative provision to meet needs of all learners
- Encourage all schools and settings to obtain the Rights Respecting Schools Award or adopt a similar approach
- Implement the Inclusion Strategy and use our Inclusion Toolkit and other evidenced based programmes to reduce exclusion and support early identification and intervention at all phases
- Implement a multi-agency approach to ensure regular school attendance
- Ensure children access a curriculum and resources which they can relate to and where they can see themselves
- Address the impact of the pandemic on our most disadvantaged learners through determined and targeted action including provision of speech and language programmes and strengthen links to Family Hubs
- Ensure children and young people have access to books and literature through continued support for Read Manchester working with the National Literacy Trust
- Provide children and young people with an enhanced and aspirational digital offer informed by industry and other partners
- Ensure children and young people access high quality music, physical education and arts teaching including opportunities to perform to an audience and compete
- Provide children and young people with opportunities to experience outdoor education through our Outdoor Education Plan
- Provide a robust healthy schools offer including an inclusive approach to RSE and PSHE where confident educators are the key resource
- Develop an agreed approach to transition into and between schools which ensures that this is a positive experience for children and young people
- Share tools and resources to enable schools to be 'poverty proof'.

Ensuring young people are equipped for adult lives, know the opportunities available to them and have access to an excellent post-16 education offer

This will be achieved by working with our settings to:

- Promote and embed Manchester's Skills for Life: communication; team working; creativity and problem solving; self belief and self management
- Ensure young people access high quality Careers Information Advice and Guidance and are aware of post 16 pathways and skills gaps in the City
- Promote, with equal value, technical and academic pathways across all levels
- Work with Government and across Greater Manchester to ensure sufficient academic, technical and apprenticeship pathways are in place to meet needs and aspirations of young people and the local economy
- Ensure young people continue to have opportunities to achieve qualifications in English and Maths post 16
- Commission a range of evidenced based interventions to prevent young people from becoming NEET and identify young people at risk early
- Increase the number of supported internships available for young people with additional needs
- Work with employers to provide sustained and meaningful opportunities for young people including volunteering, work experience and industry placements and using social value commitments to support this
- Celebrate success and recognise the achievements of our children and young people
- Draw on the expertise and contributions of our Universities to support education settings and inspire our learners
- Support young people to overcome barriers to achieving ambitions through promotion of schemes such as the Rising Star Award.

Ensuring all children and young people are taught in high-quality suitable and sustainable learning environments by a highly skilled and committed workforce.

We will achieve this by working with our settings to:

- Ensure Manchester is regarded as a great place to work for education professionals and working with our partners to support the recruitment and development of a high quality and diverse education workforce
- Support schools and settings to be good employers for all staff by ensuring they access career pathways and development, are well supported, paid the living wage and work collaboratively with trade unions
- Invest in educators to ensure they are skilled and confident in meeting the needs of our child population and equipped to respond to learners with additional needs, demographic changes and emerging needs
- Promote evidence-based approaches; research and evaluate what works best in our City
- Support and facilitate collaboration and improvement through our quality assurance arrangements, networks, brokered support, communication and the development of an education website for Manchester
- Support well informed and effective school governance and the recruitment of talented governors from diverse backgrounds and with different skill sets
- Secure and invest capital funding in early years and school buildings to ensure children learn in high quality modern environments which are low carbon
- Implement our Education Carbon Reduction Plan across schools and settings
- Ensure Manchester is influencing national policy and benefiting from opportunities for external investment and funding
- Ensure Manchester is recognised as a great place for children and young people to grow up and learn by celebrating our successes and promoting the work we do
- Have a clear set of expectations for all providers of education working in Manchester.

Our expectations

We already have positive relationship with our education providers and Multi Academy Trusts that operate in the City and we expect all of our local providers to meet our ambition for children and young people and our schools/settings. This includes:

- Listening to and understanding our children and young people and their parents/ carers, learning from their experiences and working in co-production with them
- Embracing our vision and priorities for inclusion and equity as set out in our Inclusion Strategy to ensure every child has a sense of belonging, feels respected and is valued for who they are
- Being ambitious and ensuring that all children and young people have access to high quality learning and have the opportunity to develop skills, knowledge, confidence, resilience and the social and cultural capital to support their success
- Taking determined action to reduce disadvantage and achieve outcomes in line with national
- Celebrating the diversity and talent of Manchester's children and young people and valuing their range of backgrounds, heritage, and experiences
- Ensuring that all children and young people are prepared for adult life as active citizens and ready for employment.
- Taking collective ownership for ensuring that all settings/schools in the City are excellent and all our children and young people achieve
- Working collaboratively across all phases of education to support successful and seamless transition of our children and young people through education and into employment
- Developing trusting and supportive partnerships with the Council, local services and other local schools and settings so that together we can make the best use of our combined resources and expertise to effectively support our children and young people
- Being proud and passionate about Manchester- being an active partner in the City, informing and implementing our local priorities and working collaboratively to develop solutions to our challenges.
- Being community focused and viewed as a vital part of the local community.

In practice, as part of these expectations, we require our education providers based in the City to:

- Commit to work with Manchester City Council and partners to deliver the City's ambitions and priorities for children and young people including our ambition to become a UNICEF Child friendly City.
- Support our priorities for inclusive education by:
 - » Recognising all types of achievement
 - » Promoting equality and diversity
 - » Welcoming children from a diverse range of backgrounds, SEND and abilities and engaging with local admissions arrangements
 - » Promoting good attendance
 - » Identifying needs early and responding to support and protect vulnerable children and young people
 - » Providing a graduated response to need, working in partnership with local services and engaging with our processes to support vulnerable children
 - » Using exclusion as a last resort
 - » Ensuring that schools and settings are 'poverty proof'
- Share data with local authority and other schools/settings where appropriate
- Participate in local forums and other networks
- Co-operate with Manchester Safeguarding partnership
- Engage with our local quality assurance arrangements and campaigns
- Share expertise and learning with other schools/settings
- Work with the local authority to ensure we have the right number of places in the right areas of the City
- Commit to high standards of environmental sustainability and promote active travel
- Be a good employer for all staff by ensuring they access career pathways and development, are well supported, paid the living wage and by funding TU facility time
- Commit to community engagement and enabling the community to use your buildings and facilities where possible
- Commit to local governance or committee arrangements which include parents/ carers and local community.

The Role of Manchester Local Authority

Manchester Local Authority is in a unique position as a place leader to narrate, coordinate and ensure coherence across the local education system to ensure all children and young people receive an excellent education and families are treated fairly and equitably. This includes:

- Listening and responding to what children, young people and parents/carers tell us about their educational aspirations and ensure that this is at heart of all our decision making
- Representing and promoting interests and rights of Manchester children and young people locally and nationally
- Championing the education of all children and young people and acting as a corporate parent to our children and young people who we look after
- Quality assuring our schools, settings and elective home educators to provide an overview of education in the City and identify common strengths, challenges and risks
- Ensuring that there is coherence, consistency and equity across education settings and that agreed values and expectations are met
- Holding MAT leaders, schools and settings to account in a fair and consistent way and addressing concerns in a timely and decisive way to minimise impact on learners
- Working with partners to support children and young people's wellbeing and ensure they are safe wherever they are educated and that education is represented in Manchester Safeguarding Partnership
- Working to reduce the impact of poverty and disadvantage on children and young people's educational opportunities through galvanising the City's collective resources and partnerships and championing investment nationally
- Connecting schools and settings to opportunities available in the City and linking schools and settings with employers and businesses
- Delivering our statutory duties effectively and efficiently, within the resources available and in collaboration with our partners and coproduced with parents/carers and young people when appropriate.

To facilitate this we will:

- Provide a single point of contact for all of our settings and schools to maintain links with the Council and wider partnerships
- Provide clear and transparent communication to and from schools/settings and promote local priorities
- Convene and facilitate local partnerships to share practice and develop solutions to local or emerging challenges
- Convene multi agency teams and partners around schools to provide support, help and guidance when appropriate
- Develop and promote best practice using research and evidence
- Facilitate and coordinate common arrangements for transition through all education phases
- Apply for and implement grant funding when it benefits Manchester children and young people.

The Role of Partners

Alongside the Local authority, there are a number of organisations which impact on enabling schools, setting and colleges to improve outcomes for children and young people. These include: 3 local Dioceses, Manchester Schools Alliance (MSA); One Education, our designated Teaching School Hub and Greater Manchester Combined Authority (GMCA). We work in partnership with these organisations and education leaders to ensure training, development and support is available when key themes and gaps are identified and that our approach is joined together.

MSA is partnership led and funded directly by schools and colleges with the Local Authority as a partner. Its aims are to facilitate collaboration, networks, innovation and practice sharing across the system and respond to identified priorities and themes.

One Education is a company wholly owned by the Council which provides a range of traded pupil and business-related services and support to schools and trusts across Manchester.

Manchester works as part of Greater Manchester Combined Authority. Working as part of a combined authority adds value and consistency to the education offer across GM, tackling regional inequalities and through the GM skills devolution deal will align technical education and the needs of the local economy.

Governance of this strategy

This strategy will be governed through our Strategic Education Partnership. This partnership includes representatives from Early Years, a range of schools across phases (academies, maintained, voluntary aided and voluntary controlled), post 16 sector, Universities as well as senior officers from Public Health, Work and Skills and Neighbourhoods. It is chaired by the Executive member for Education and Children's services. Twice a year the Partnership has a joint meeting with the Work and Skills Board to ensure work is aligned.



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**Manchester City Council
Report for Resolution**

Report to: The Executive – March 15, 2024

Subject: The Delivery of This City: Phase 2

Report of: Strategic Director (Growth and Development)

Summary

This report provides an update on the advancement of This City, the successful application for £10m of brownfield grant funding and the opportunity to scale up the delivery of around 1500 new low carbon, mixed tenure homes.

Approval is sought to progress procurement of a private sector funding partner based on the conclusions of a comprehensive market testing exercise which has assessed the merits of potential investment and delivery partnership models.

Recommendations

The Executive is recommended to:

- (1) Note the progress made to deliver the aspirations of This City to ensure a pipeline of viable mixed tenure homes.
 - (2) Approve the proposal to undertake a competitive process to secure an investment partner to accelerate the delivery of the pipeline of low carbon mixed tenure homes.
 - (3) Delegate authority to Strategic Director Growth & Development in consultation with the Executive member for Housing to finalise the selection and appointment process of the investment partner.
 - (4) Delegate authority to Strategic Director Growth & Development to negotiate and agree the detailed terms of the contractual, commercial and ancillary arrangements between the Council and the investment partner with the outcome of the process and final terms to be reported to a future meeting for approval
 - (5) Delegate authority to the City Solicitor to do all things necessary or incidental to give effect to the recommendations as set out in this report.
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Wards Affected: All

<p>Environmental Impact Assessment -the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>	<p>The delivery of sustainable homes will be a key priority for This City. This will be at the core of the design considerations for all homes that will be delivered through the housing delivery vehicle.</p> <p>Careful consideration is being given as to how the developments will make a positive contribution to the zero carbon agenda and support the Council with the achievement of zero carbon by 2038.</p> <p>All proposals linked to sustainability have been costed and considered from a financial viability perspective to ensure that there is a clear cost vs benefit realisation justification for the approach being taken</p>
<p>Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments</p>	<p>N/A</p>

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
<p>A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities</p>	<p>A successful economy must be supported by a vibrant and diverse housing market. The provision of a multi-tenure, high quality, low carbon range of housing options will assist to attract investment and provide a housing offer to those working on lower incomes.</p>
<p>A highly skilled city: world class and home grown talent sustaining the city's economic success</p>	<p>A successful jobs and skills market has to be supported by a vibrant and diverse housing market. The provision of a multi-tenure, high quality, zero carbon range of housing options will assist the city to attract and retain talent.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>The scale of development envisaged will provide much needed accommodation which will be delivered across a range of communities to meet the needs of the city.</p>
<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>All homes being developed will be expected to contribute to our zero carbon targets through the sustainability measures that will be included within design specifications.</p>

A connected city: world class infrastructure and connectivity to drive growth	Housing development makes a direct and influential impact on infrastructure and growth. By ensuring an accelerated delivery programme, it is anticipated that there will be a stimulus to investment and development.
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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 direct revenue consequences as a result of the proposals in this report. However, if the commercial model requires the Council to part-finance development this could incur revenue costs such as interest and minimum revenue provision, depending on how it is financed.

Financial Consequences – Capital

There are no direct capital consequences as a result of the proposals in this report, beyond the broadening of the existing budget approval for This City to cover all of the phase 2 sites. Further, it is expected that there will be a requirement for the Council to invest in the phase 2 development through This City, alongside another investor. Any such proposals will be subject to additional approvals via the Council's capital approval process and would likely be the subject of a further report to Executive.

Contact Officers:

Name: Becca Heron
 Position: Strategic Director: Growth & Development
 E-mail: rebecca.heron@manchester.gov.uk

Name: David Lynch
 Position: Director of Development
 E-mail: david.lynch@manchester.gov.uk

Name: Jason Hingley
 Position: Director, This City
 E-mail: jason.hingley@manchester.gov.uk

Name: Hunter Lyden
 Position: Programme Manager, This City
 E-mail: hunter.lyden@manchester.gov.uk

Background documents (available for public inspection):

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

- Executive: Delivery of new affordable homes in Manchester – 25th March 2020
- Executive: A Housing Delivery Company – 3rd June 2020
- Executive: This City Housing Delivery Vehicle – 15th September 2021
- Executive: This City: Manchester’s Housing Delivery Vehicle Business Case – 15th December 2021
- Economy Scrutiny: This City Progress Update – 23rd June 2022
- Executive: Capital Programme Monitoring Q3 2022/23 - 15th February 2023
- Economy & Regeneration Scrutiny Committee – July 18, 2023

1.0 Background

About This City

- 1.1 This City is a new kind of housing company, seeking to not just deliver affordable low carbon housing but to create communities.
- 1.2 A minimum of 20% of the new homes will be available at Manchester Living Rent, at or below the Local Housing Allowance level, which means they will be accessible to those receiving housing benefit.
- 1.3 The company will meet the high demand for housing and invest to build genuinely great housing and neighbourhoods for the benefit of all Mancunians:
 - Homes for all – for a fairer city where everyone can thrive
 - Low Carbon – to contribute to Manchester’s Zero Carbon future
 - Local Economy – creating good, green jobs and skills for Manchester people
- 1.4 The purpose of This City is to act as a commercial entity, capable of delivering much needed Manchester affordable rent housing to the people of Manchester. Where activity is through partnership with the private sector, it will be especially important that the housing company is able to act with a level of autonomy and agility to respond to opportunities that maximise affordable housing and financial returns for re-investment.
- 1.5 The objectives of This City align with the Our Manchester Strategy 2016-2025 the recently refreshed Housing Strategy (2022-2032). The following objectives were agreed by the This City Board and MCC Executive in September 2021 as part of establishing the entity:
 - A viable proposition: At a minimum, the pilot scheme development activity repays debt and interest payments to the Council; future phases of development activities will deliver an appropriate shareholder return (in order to attract third party investment).
 - Provision of an Accessible rent tenure: A minimum of 20% of all schemes is provided at a new ‘Accessible Rent’ level;
 - Proof of Concept: Provides high quality housing that meets the Council’s zero carbon aspirations and tenure targets / Manchester’s sub-market housing needs;
 - Retention of Control: The company retains control of rent setting, management and lettings functions for all assets;
 - Commercial with a conscience: Development activity maximises the provision of affordable homes through a cross-subsidisation model and delivers on social value metrics, supports zero-carbon ambitions; and
 - Scalable and adaptable model: Once operations have been optimised, This City aims to deliver up to 500 homes per year. The structure of the company allows for agile inward investment in later phases.

- 1.6 It was intended that This City will seek an investment partner to work with to drive forward new developments beyond the initial phase, rather than fund through further PWLB debt. Any new schemes which will be delivered in partnership with an investor will still seek to follow the core principles of This City: development of new, high quality, sustainable homes which are accessible to the people of Manchester.

Formation

- 1.7 A Company Board comprising of Directors and Non-Executive Directors with the appropriate skills was created and formally established in June 2023. The Board work to a defined Delegations Matrix, highlighting the decision-making authority which the Board has and what should be referred to the Shareholder.
- 1.8 With regards to Directorships, the Deputy Executive Member for Housing and Development alongside the Strategic Director for Growth and Development took up positions on the Board. In addition, two senior Council Officers from Finance and Neighbourhood directorates and four non-executive directors were recruited.

Table 1: Appointed non-executives:

Name	This City Role	Employment	Expertise
Adam White	Chair	Exec Director CBRE – Development Advisory services	Development Viability
Helen Robinson	Vice Chair	Legal Professional	Legal & procurement
Matthew Harrison	Non-exec	CEO Great Places housing group	Housing
Heath Thomas	Non-exec	Regional Director NatWest – Real Estate & Housing	Funding

Rodney Street

- 1.9 This City appointed Wates Construction to deliver the first development, located on Rodney Street in Ancoats. This will deliver 129 new low carbon homes for rent, 30% of which are set at Manchester Living Rent.
- 1.10 Construction commenced in May 2023, enabling 8 direct new hires and employing 54 Manchester residents full time to date on site. Furthermore, it has provided access to an average of 4 T-levels/apprentices per week to learn valuable work experience in low carbon construction and development.
- 1.11 The scheme continues to make steady progress, remains within the construction budget and is on track to complete by May 2025, in line with the contract programme.

Brownfield Housing Grant

- 1.12 This City and Manchester City Council Strategic Housing officers have coordinated a successful application to the Greater Manchester Combined Authority Brownfield Housing Fund.
- 1/13 This funding is part of the trailblazer agreement between Government and Greater Manchester over three years to unlock brownfield land for new housing.
- 1.14 This funding will provide gap funding to ensure the overall This City pipeline remains an investable proposition, accelerating construction and the delivery of much needed quality housing.

Table 2: details of GMBHF allocations

Site	Homes	Grant
Grey Mare Lane (Ancoats & Beswick)	136	£2,720,000
Hyde Road (Longsight)	84	£1,680,000
Monsall phase 1 (Harpurhey)	175	£3,500,000
Postal Street (Piccadilly)	111	£2,220,000

- 1.15 The funding is conditional on there being meaningful project commencement activity by the end of 2025.

2.0 Phase 2 pipeline

- 2.1 In December 2021 the Council Executive approved the This City Business case, in which the first development would be directly delivered by Manchester City Council. This first development is now underway, in the construction of Rodney Street as set out in this report.
- 2.2 The future pipeline of This City constitutes six sites, in five electoral wards and totals around 1500 new homes. It should be noted that the final land and commercial arrangements will be submitted to Executive for approval at a later date.
- 2.3 Phase 2 of the original Business Plan as approved by the Executive in December 2021 envisaged procurement of an investor partner to scale up funding to enable the delivery of a larger scale of new homes and to lessen the requirements of Council financial risk – particularly in relation to borrowing via Public Works Loan Board.
- 2.4 To inform our next steps, build up the evidence of what an investable proposition is composed of and to identify and mitigate the financial and reputational risks to the Council, PwC were commissioned to conduct soft market testing with a range of potential investment and development partners.

3.0 Market testing

- 3.1 Prior to commencing market testing, PwC concluded high level viability assessments on the proposed development sites. A commercial model has been created identifies a delivery vehicle that ensures equitable decision making.
- 3.2 Soft market testing has confirmed that there is interest from the market to invest capital into the residential Private Rented Sector and appetite to fund the delivery at scale of the This City Phase 2 pipeline.
- 3.3 Any financial proposal, land transaction and commercial arrangements will be subject to approval by the Councils Executive at a later date following the conclusion of negotiations with the preferred partner.

4.0 Initial Phase 2 budget

- 4.1 Given the timescales required to comply with the Brownfield Land Funding conditions and in parallel with the negotiations to find a preferred partner, site investigations and preliminary design works need to begin during Spring 2024. It is estimated that a budget of £0.75m would be required for this work, to develop all of the potential schemes through the initial stages to RIBA stage 1 design.
- 4.2 This work will support the discussions with the ultimate partner on the sites, and the site investigation works would be required by the Council to support any development on the sites, not just the This City proposals. The intention would be that the works would form part of the Council's investment into the final delivery vehicle for the sites.
- 4.3 It is proposed to broaden the use of the existing £2.4m budget allocated to initial works on the Postal St site, approved by Executive in September 22, to cover all the initial phase 2 sites and therefore enable it to be used for the site investigations and preliminary design work.

5.0 Risks and Mitigations

- 5.1 Through the development of the This City proposition and refinement of the business case, a number of key risks have been highlighted, and a mitigations tracker has been developed. The points below highlight the most live and pertinent risks to this project at present:
- 5.2 **Volatility of the construction sector:** Cost increases in the construction sector have risen steeply over the past two to three years. While current inflation has reduced, it is still higher than targeted baselines. Careful cost controls and monitoring are required to map the inflation impact to viability. Baseline design standards have been created for This City that also aid standardisation in design development and help prevent design scope creep.

- 5.3 **Financial and Cashflow:** The financial model developed allows for sensitivity analysis, so that the impact of, for example, rent levels, voids, and maintenance costs can be reviewed. Inflation risk remains a concern given the current market intelligence, but less turbulent spikes now seen can be matched by inflationary projections in the project budgets.
- 5.4 **Robust market intelligence:** It's critical that there is robust market intelligence underpinning the approach to This City – that we are delivering the right mix to meet the market need. A range of housing performance and delivery data has informed approach and will keep a regular track of changes in the property market.
- 5.5 **Availability of properties:** A certain proportion of market rented properties need to be let within a certain timeframe to ensure that there is enough cashflow to repay debt and cover ongoing running costs. Staggered occupancy dates have been built into the financial modelling to provide enough headroom in the scenario where properties could take longer to let than anticipated. Flexibility to switch the tenure to accessible to ensure some level of income is also being explored.
- 5.6 **Meeting grant funding timeframes:** Developments accepted for brownfield grant funding must have made a meaningful start by the end of 2025. While this schedule can still be achieved any significant delays will put the grant funding at risk.

6.0 Recommendations

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

7.0 Contributing to a Zero Carbon City

- 7.1 The delivery of sustainable homes will be a key priority for This City. This will be at the core of the design considerations for all homes that will be delivered through the housing delivery vehicle. Careful consideration is being given as to how the developments will make a positive contribution to the zero-carbon agenda and support the Council with the achievement of zero carbon by 2038.
- 7.2 All proposals linked to sustainability have been costed and considered from a financial viability perspective to ensure that there is a clear cost vs benefit realisation justification for the approach being taken.

8.0 Contributing to the Our Manchester Strategy

(a) A thriving and sustainable city

- 8.1 A successful economy must be supported by a vibrant and diverse housing market. The provision of a multi-tenure, high quality, low carbon range of housing options will assist the City to attract investment and provide a housing offer to those working on lower incomes in the city.

(b) A highly skilled city

- 8.2 A successful jobs and skills market has to be supported by a vibrant and diverse housing market. The provision of a multi-tenure, high quality, zero carbon range of housing options will assist the City to attract and retain talent.

(c) A progressive and equitable city

- 8.3 The scale of development envisaged will provide much needed accommodation in the city which will be delivered across a range of communities to meet the needs of the City.

(d) A liveable and low carbon city

- 8.4 All homes being developed will be expected to contribute to our zero carbon targets through the sustainability measures that will be included within design specifications.

(e) A connected city

- 8.5 Housing development makes a direct and influential impact on infrastructure and growth. By ensuring an accelerated delivery programme, it is anticipated that there will be a stimulus to investment and development.

9.0 Key Policies and Considerations**(a) Equal Opportunities**

- 9.1 There are no equal opportunities considerations at this stage but through the development of policies for This City, there will be equality, diversity and inclusion impact assessments undertaken.

(b) Risk Management

- 9.2 As outlined at section 6, there is a comprehensive understanding of the risks associated with This City and are being mitigated appropriately. There is a detailed risk register included in the business case which is regularly tracked through the This City governance structure and once the This City Board is established, this will be a standing item on each agenda.

(c) Legal Considerations

- 9.3 The Council established This City in 2021 as a company limited by shares to deliver a pipeline of low carbon affordable homes. Under the proposals set out in this report it is intended to secure an investment partner to accelerate the delivery of the housing. The approach to the competitive process is being discussed with legal advisors to ensure compliance with any applicable legal and regulatory requirements.

- 9.4 The Council has secured Brownfield Housing Funding from the GMCA. The commercial and property documents associated with securing the funding are being reviewed and negotiated by the Council's legal team.
- 9.5 Both internal and external advice continues to be provided to ensure that the approach to the creation and ongoing development of the company meets legal and regulatory requirements.

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