



## **Economy Scrutiny Committee**

Date: Wednesday, 9 January 2019

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

**There will be a private meeting for Members only at 1.30pm in Committee Room 6 (Room 2006), 2nd Floor of Town Hall Extension**

### **Access to the Council 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. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

### **Filming and broadcast of the meeting**

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## **Membership of the Economy Scrutiny Committee**

**Councillors** - H Priest (Chair), Connolly, Davies, Douglas, Green, Hacking, Johns, Newman, Noor, C Paul, Raikes, Razaq, Shilton Godwin, A Simcock and K Simcock

## Agenda

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**1. Urgent Business**

To consider any items which the Chair has agreed to have submitted as urgent.

**2. 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.

**3. 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.

**4. Minutes**

To approve as a correct record the minutes of the meeting held on 5 December 2018.

5 - 14

**5. [14.05 – 14.50] Residential Growth update and Action Plan**

Report of the Strategic Director (Development)

15 - 42

This report provides a summary update of the progress made in implementation the activities set out in the Residential Action Plan over the period 2016 to date. It provides a forward look to the challenges and external factors that pose a risk to the Council's ability to deliver against its residential growth ambitions, whilst also summarising the current and emerging workstreams and opportunities to contribute to the delivery of the Residential Growth Strategy.

**6. Delivering the Our Manchester Strategy**

**6a. [14.50 – 15.00] Delivering the Our Manchester Strategy - Leader of the Council's portfolio**

Report of the Leader of the Council

43 - 46

This reports provide an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio of the Leader of the Council.

- 6b. [15.00 – 15.10] Delivering the Our Manchester Strategy - Deputy Leader's portfolio** 47 - 50  
Report of the Deputy Leader

This reports provide an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio of the Deputy Leader of the Council.

- 6c. [15.10 – 15.20] Delivering the Our Manchester Strategy - Executive Member for Housing and Regeneration's portfolio** 51 - 58  
Report of the Executive Member for Housing and Regeneration

This reports provide an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio of the Executive Member for Housing and Regeneration.

- 7. [15.20 – 15.40] Economy Dashboard - Quarter 2 2018/19** 59 - 74  
Report of the Core Performance and Intelligence Team

This is the Quarterly Economy Dashboard for 2018/19 Quarter 2

- 8. [15.40 – 15.50] Overview Report** 75 - 98  
Report of the Governance and Scrutiny Support Unit

This report provides the Committee with details of key decisions that fall within the Committee's remit and an update on actions resulting from the Committee's recommendations. The report also includes the Committee's work programme, which the Committee is asked to amend as appropriate and agree.

## Information about the Committee

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Scrutiny Committees represent the interests of local people about important issues that affect them. They look at how the decisions, policies and services of the Council and other key public agencies impact on the city and its residents. Scrutiny Committees do not take decisions but can make recommendations to decision-makers about how they are delivering the Manchester Strategy, an agreed vision for a better Manchester that is shared by public agencies across the city.

The Economy Scrutiny Committee has responsibility for looking at how the city's economy is growing and how Manchester people are benefiting from the growth.

The Council wants 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. If you have a special interest in an item on the agenda and want to speak, tell the Committee Officer, who will pass on your request to the Chair. Groups of people will usually be asked to nominate a spokesperson. The Council wants its meetings to be as open as possible but occasionally there will be some confidential business. Brief reasons for confidentiality will be shown on the agenda sheet.

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Smoking is not allowed in Council buildings.

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## Further Information

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

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This agenda was issued on **Monday, 31 December 2018** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

## **Economy Scrutiny Committee**

### **Minutes of the meeting held on Wednesday, 5 December 2018**

#### **Present:**

Councillor H Priest (Chair) – in the Chair  
Councillors Connolly, Davies, Douglas, Hacking, Johns, Newman, C Paul, Raikes, Shilton-Godwin, A Simcock and K Simcock

#### **Also present:**

Councillor N Murphy - Deputy Leader  
Councillor Richards - Executive Member for Housing and Regeneration

**Apologies:** Councillor Green, Noor and Razaq

#### **ESC/18/54 Minutes**

The minutes of the meeting held on 7 November 2018 were agreed as a correct record.

#### **ESC/18/55 Update on Revenue Financial Strategy and Business Plan Process 2019/20**

The Committee considered a report of the Chief Executive and the City Treasurer which provided an update on the Council's financial position and set out the next steps in the budget process. The report summarised Officer proposals for how the Council could deliver a balanced budget for 2019/20.

In conjunction to the above, the Committee also received and considered the Strategic Development Business Plan for 2019/20, which set out in broad terms the directorate's key priorities, key activities and revenue and capital strategy for 2019/20, which was a refresh of the directorate's Business Plan for 2018/20 in the context of current resources, challenges and opportunities.

Taken together, the report and the directorate Business Plan illustrated how the directorate would work together and with partners to deliver Our Plan and progress towards the vision set out in the Our Manchester Strategy.

Some of the key points that arose from the Committees discussions were:-

- Why was there lower than expected Council Tax growth;
- What assumptions had been made that underpinned the anticipated income from Business Rates;
- What assumptions had been made on the anticipated increase in customer and client receipts in relation to planning applications;
- What was the time scale for implementing the proposed increases in relation to planning fee income
- Who would be reviewing all planning fee income as referred to in the report; and

- What was considered to be a comparatively low number of agency staff as referred to in the report.

The Deputy City Treasure advised that Council Tax growth was originally projected at 3.5% based on the number of properties that were intended for development over the course of this financial year. At present, the growth was at 2.23% and this was due to the timing of when properties were coming on stream. She also explained that some of the assumptions that had been made in relation to the expected income from Business Rates was based around the growth of business within the city centre and also some inflationary assumptions. It was explained that due to the volatility of Business Rates related to the number of appeals, projecting the actual revenue income was difficult. She assured the Committee that the Council was no worse off under the 100% retention pilot than it was under the previous retention scheme.

The Strategic Director (Development) advised that in relation to the increase in planning fees, it had been agreed with HM Treasury that all income would be ring fenced to the service. As this was the first year of this additional income a prudent view was needed going forward in respect of a possible Brexit 'No Deal' and the negative affect that this could have on commercial and residential growth and the associated impact to the Council's income. He reported that the Council had established some years ago a level of reserves to provide a short term solution should planning fee income reduce, but a longer term view would be required.

The Strategic Director (Development) advised that as the Council's Planning service had only to his responsibility in the summer, work was currently being undertaken in relation to reviewing the whole of the service which would be reported to the Executive as part of the budget proposals in February 2019. He also commented that the use of agency staff within the directorate was very low, and used to back fill posts particularly in development and surveying. Efforts were being made to fill these posts with permanent staff in order to reduce the use of agency staff.

The Committee:-

- (1) welcomes the report and notes that this is the third year of a three year budget; and
- (2) notes that the Business Plan will be developed further taking the Committee's comments into account, and a revised plan will be submitted to the Committee's meeting in February 2019.

#### **ESC/18/56 Delivering Manchester's Affordable Housing Strategy - Update on the delivery of the Council's affordable housing strategy**

The Committee considered a report of the Strategic Director (Development), which provided an update on the delivery of the Council's affordable housing strategy.

The Director of Housing and Residential Growth referred to the main points and themes within the report which included:-

- An overview of the Councils 10 year residential growth strategy and progress to date;

- The level of social housing provision within the city;
- A synopsis of Manchester's housing market and affordability;
- The Council's delivery of affordable housing over the last three years and its proposals for the delivery of further affordable homes up to 2025;
- Investment opportunities resulting from the establishment of the Housing Affordability Fund; and
- Housing provision for older and vulnerable people, including access to suitable properties.

Some of the key points that arose from the Committees discussions were:-

- Was it possible to inform Members of the sites proposed for the additional 150 homes and what process was used to include Ward Councillor in identifying these locations;
- In relation to affordability figures, was there any figures available in relation to help Manchester residents with deposits;
- Was there any evidence from other core cities that a more balanced housing market was able to attract more working households;
- Was there any connection between the disparity of worker and resident wages in the city and the rise in homelessness;
- Why was the Shared Ownership and Affordable Homes Programme (SOAHP) undersubscribed;
- What was being done to address the issue of families living in overcrowded social housing;
- Why was the Local Housing Allowance higher in Wythenshawe in comparison to the rest of the city as this was proving problematic for Wythenshawe residents getting onto the property ladder; and
- How successful had the Council been, in working with its public and private partners in delivering the Housing Affordability Framework.

The Executive Member for Housing and Regeneration advised that Ward Member consultation was ongoing and acknowledged the need to include Ward Councillors in discussions in the earlier stages of the process of identifying sites. The Director of Housing and Residential Growth advised that prior to the HRA Cap being lifted, the Council had applied for some HRA headroom and in doing so had identified a number of potential sites which added up to 150 homes, with the locations being indicative for the purpose of the bid. There would be need to revisit these initial allocations and hold discussions with local Ward Councillors before any final proposals were determined.

The Strategic Director (Development) reported that the only metric the Council had in relation to the support provided to residents for deposits was through the help to buy government scheme. The Committee was also advised that the Council had launched a small scheme to help those who could afford a mortgage repayment, but were not able to save for a deposit and although this scheme was new, there was a high demand for this form Manchester residents. He also advised that more work was needed to be undertaken as to whether there was evidence from other core cities that a more balanced housing market was able to attract more working households. He reported that the disparity of worker and resident wages in the city

had likely had an impact on the and the rise in homelessness, but there were a number of other drivers too, including the increased demand for housing, the wider impact of the welfare reforms and the behaviours of poor landlords that were the nexus of the housing issues the City was facing.

The Executive Member for Housing and Regeneration advised that the Council did not have the level of detail in relation to the number of families living in overcrowded properties, but acknowledged that this was an issue that had been identified as part of the review of the housing allocations policy and was something that was being looked into.

The Director of Housing and Residential Growth advised that Homes England had found that the time allowed it had for SOAHP funding to be applied for versus the complexity of the sites and size of bids that had come forward had not allowed enough time for them to process all the bids. As such, Home England had changed its approach its next round of funding, and were talking to a smaller number of partners and inviting larger bids over longer periods of time for deliver, giving greater flexibility to invest. He also reported that in most parts of the city, Local Housing Allowance and affordable rents worked together, however, in Wythenshawe this was not the case and levels were slightly above social rental levels to tie into its Local Housing Allowance. This was something that the Council was minded to address and formed part of the proposals in the next report.

## **Decision**

The Committee notes the progress made to date in delivering the Council's affordable housing strategy.

### **ESC/18/57 Delivering Manchester's Affordable Housing Strategy - Proposed new affordable housing policies for the Council**

The Committee considered a report of the Executive Member for Housing and Regeneration, which set out proposed new affordable housing policies for the Council.

The Executive Member referred to the main points and themes within the report which included:-

- The affordable housing context for the City;
- The challenges the Council's affordable housing policy needed to address;
- The opportunities that were available to the Council to invest in and deliver more housing;
- An overview of funding new affordable homes;
- A range of policy ideas proposed to deliver a step change in the number and tenure of affordable homes being built across the City;
- The additional resources needed by the Council to deliver the proposed policy ideas;
- Associated risks affecting Manchester's affordable housing supply;
- Other considerations that would be required to be taken into consideration in shaping and taking forward these policies; and



- Next steps.

The Committee had been invited to comment on the report prior to its submission to the Executive on 12 December 2018.

Some of the key points that arose from the Committees discussions were:-

- There was overwhelming support from Members in relation to the proposed policies;
- It was felt that the good collaborative work with Registered Providers needed to continue in order to deliver suitable social rented properties;
- It was hoped that the proposed establishment of new vehicles to enable residents to own their own homes would be fast tracked into a reality;
- What was being done to avoid the stigmatization of Housing Affordability Zones as being referred to as new 'council estates'?
- Would it be possible to commit to building more Council homes than what was being lost through Right to Buy;
- Consideration needed to be given to the design of future properties to ensure that these were zero carbon developments;
- Would the proposal to unlock smaller sites and developments within wards across the city to develop a local strategy and solution to positively encourage a range of tenants to downsize not conflict with the priorities of other Executive Members and the use of that land;
- There was a need to address the number of Council homes being sold under Right to Buy before new Council houses were built;
- Reassurance was sought that older people and those who were vulnerable would not be pressured into downsizing their council properties
- It was felt that the proposed policy in relation to community housing development should not be restricted to just three pilot areas, and it should also be offered to those areas and communities that wanted this type of development;
- What were the timescales for the finance and legal considerations of the policy proposals to be taken into account;
- How would the Council deliver the proposed 3000 new homes if the Total debt cap was not lifted;
- How would the proposal to bring the HRA back into balance interact with the proposed policies;
- Had a team been identified to undertake the feasibility study of housing in the city centre and if so what progress had been made; and
- Was it envisaged that there would be a net gain in social housing as part of the proposed policies.

The Executive Member for Housing and Regeneration welcomed the support from the Committee and thanked all the Members who had been involved in developing the proposed policies and agreed that continued collaboration with Registered Providers, both existing and new, was key as they played an important role within neighbourhoods and local communities. She commented that the Council had committed to being a zero carbon organisation by 2038 and that a zero carbon approach to future housing development would be key to this but also there was also a need to address this within the Council's existing housing stock.

The Executive Member explained that there was a clear approach to the development of the Housing Affordability Zones which was about building mixed and sustainable communities, rather than large single tenure developments. She advised that it was her ambition for the Council to be able to get to a point where it had a net gain in the number of Council homes it was building within the next 10 years.

The Executive Member commented that she was passionate about community led housing and would welcome working with community groups across the city that were interested in producing these type of developments in order to do as much as was possible to support. She explained that there was ongoing discussions with other Executive Members around the prioritisation of use of council land assets, and reassured the Committee that the report was clear as to what she felt the prioritisation of the assets should be used for. She agreed with the comments around addressing the sale of Council homes under Right to Buy and was exploring how the Council could take council house building outside of the Right to Buy but this needed further development

The Executive Member reassured the Committee that the downsizing of residents in Council homes needed to be led by the needs of older people but acknowledged that there as an opportunity to offer a better fit for residents within the Council's existing housing stock.

The Executive Member advised that the financial and legal considerations would be taken over the forthcoming months and a report was due to be submitted to the Executive on this in February 2019.

The Director of Housing and Residential Growth advised that an Action Plan for the tackling HRA deficit was in process and more detailed work would be undertaken and reported back through Scrutiny in February/March 2019. He also advised that to replace the loss of Right to Buy social rented properties solely with new social rented properties would be unaffordable within the current constraints of the HRA.

The Executive Member advised that she would provide more detail to City Centre Councillors on the proposed feasibility study of housing in the city centre. The Director of Housing and Regeneration commented that a review of the Total debt cap would take place in 2020 by Government. Currently the Council had opened discussions with Homes England around a case to Government about the importance of the proposed policies which presented ambitious plans for housing development.

## **Decision**

The Committee:-

- (1) Welcomes and fully supports the proposed policies outlined by the Executive Member;
- (2) Endorses the recommendations contained within the report that the Executive:-
  - endorse the affordable housing policy proposals as set out in section 5 of the report; and

- note that officers will consider the financial and legal consequences of these policy proposals and report back to Executive in early 2019
- (3) Requests that the report on financial and legal consequences of these policy proposals is submitted to the Scrutiny Committee prior to its consideration by the Executive; and
- (4) Requests more detail be provided to all Committee Members on the proposed feasibility study of housing in the city centre.

### **ESC/18/58 Overview Report**

The Committee considered a report of the Governance and Scrutiny Support Unit which contained key decisions within the Committee's remit and responses to previous recommendations was submitted for comment. Members were also invited to agree the Committee's future work programme.

### **Decision**

The Committee:-

- (1) Notes the report;
- (2) Agrees the work programme

### **ESC/18/59 Manchester College Estates Strategy (Part A)**

The Committee considered a report of the Strategic Director (Development) and City Treasurer, which provided an update on the LTE Group's progress in acquiring a city centre site located within the Northern Gateway Great Ducie Street Regeneration area for the Manchester College city campus, which was a key part of its estates strategy.

Officers referred to the main points and themes within the report which included:-

- An overview of Manchester College's Estates strategy, which included the proposal to consolidate the estate from 24 disparate sites into three centres of excellence in the City Centre and Openshaw, supported by community learning hubs in Harpurhey, Openshaw and Wythenshawe;
- The new campus would focus on Manchester's employment growth sectors and new markets, where technological change required a more highly skilled and adaptable workforce,;
- To meet the College's ambitions, a new city centre campus needed to be accessible by public transport and create a high quality and safe environment to inspire learners to achieve;
- Land to the east of Great Ducie Street had been identified as the preferred site for the new City Centre campus;
- The proposed arrangements to fund the delivery of the new city centre campus, which included a loan funding package of £27.6m from the Council; and
- The College's approach to the proposed development of the City Centre campus would mean that the City would be well placed to deliver the new technical pathways which were being proposed as part of the Government's Post-16 Skills Strategy and critical to the delivery of the Industrial Strategy.

The Committee had been invited to comment on the report prior to its submission to the Executive on 12 December 2018.

Some of the key points that arose from the Committee's discussions were:-

- The Committee welcomed the proposed development;
- It was suggested that transport connectivity to the proposed development be improved;
- What were the future proposals for the College's St Johns site; and
- It was questioned whether the learning hubs would have A level provision.

The Head of Work and Skills advised that it was intended that the learning hubs would deliver vocational qualifications up to first level 3 (equivalent to A levels) and as learners specialised, it was intended that they would move to the centres of excellence within the city either undertaking a levels or the new Technical levels (T Levels), with opportunities for apprenticeships and Higher Education as well.

In terms of connectivity, The Strategic Director (Development) advised that there would be a requirement to embed the proposal in a revision of the Great Ducie Street Framework and in essence the site would require its own framework , which would include addressing the known issues of getting students to the new college campus safely from across the city. He also commented that in terms of the future of the College's other city centre assets, the first step was to establish a new campus. The College would then look to withdraw and dispose of other locations in order to pay down its debt to the Council and other financial providers.

### **Decision**

The Committee endorses the recommendations contained within the report that the Executive:-

- (1) Supports LTE Group's plans to deliver a new Manchester College Campus on Great Ducie which would be a centre for excellence for skills in Creative & Digital (Phase 1) and Business, Financial & Professional Services (Phase 2);
- (2) Notes that the LTE Group has committed to work with the Council to ensure that new development proposals comply with and support approved planning policies for the City Centre, and to work with the Council to bring forward a new development framework for the site; and
- (3) Notes that the arrangements include a proposed loan of £27.6m to LTE Group the details of which are set out in the separate Part B Report.

[Councillor Hacking declared a Disclosable Pecuniary Interest in this item due to being a Director of the LTE Group and a Governor of Manchester College. He left the meeting during consideration of this item.]

[Councillor Raikes declared a Disclosable Pecuniary Interest in this item due to his employer being a corporate sponsor for the LTE Group. He left the meeting during consideration of this item.]

### **ESC/18/60 Exclusion of Press and Public**

#### **Decision**

The Committee agrees that the following item contains exempt information as provided for in the Local Government Access to Information Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **ESC/18/61 Manchester College Estates Strategy (Part B)**

The Committee considered a report of the Strategic Director (Development) and City Treasurer, which set out plans for the Manchester College to bring forward a central element of their 2017/22 Estate Strategy located within the Northern Gateway Great Ducie Street Regeneration area, and set out proposals for the City Council to support the Manchester College in its acquisition of this site.

The Committee had been invited to comment on the report prior to its submission to the Executive on 12 December 2018.

Officers referred to the main points and themes within the report and responded to questions from the Committee.

#### **Decision**

The Committee

- (1) Endorses the recommendations contained within the report that the Executive:-
  - Note the proposed contractual and commercial arrangements between the City Council and the College details of which are set out in the body of this report.
  - Note that the Manchester College will promote a new Development Framework for the site which they are acquiring, taking into account the consented scheme on part of the site and the final version of the Great Ducie Street Strategic Regeneration Framework which is currently under consultation;
  - Note that LTE Group have put in the submission for Greater Manchester Combined Authority (GMCA) skills capital funding of up to £25m, which has been approved in principle dependant on a final due diligence exercise.
  - Approve the proposed loan of £27.6m to LTE Group the details of which are set out in this report;

- Authorise the City Solicitor, City Treasurer and Strategic Director – Development, in consultation with the Executive Member for Finance and Human Resources, to conclude the detailed contractual and commercial negotiations in respect of the proposed loan and necessary security arrangements and such other commercial transactions as set out in this report; and
  - Authorise the City Solicitor to enter into and complete all documents or agreements necessary to give effect to the proposed loan and associated security arrangements the details of which are as set out in this report.
- (2) Requests that the Executive take into consideration the following concerns of the Committee in relation to the proposed loan to the LTE Group when making its decision:-
- The Committee has strong concerns as to the security arrangements for the Council's loan and the ability of the LTE Group to repay this and that these concerns should be addressed in the ongoing due diligence work;
  - The Committee asks for clarifications on what other sources of finance LTE Group had approached to secure the funding required for the purchase of the site; and
  - The Committee notes that the Council is undertaking ongoing due diligence to ensure the Council's position is protected and is compliant with all relevant statutory and legal duties and functions.
- (3) Notes that Council is recommended to approve a capital budget increase of £27.6m funded by borrowing.

[Councillor Hacking declared a Disclosable Pecuniary Interest in this item due to being a Director of the LTE Group and a Governor of Manchester College. He left the meeting during consideration of this item.]

[Councillor Raikes declared a Disclosable Pecuniary Interest in this item due to his employer being a corporate sponsor for the LTE Group. He left the meeting during consideration of this item.]

**Manchester City Council  
Report for Resolution**

**Report to:** Economy Scrutiny Committee – 9 January 2019  
Executive – 16 January 2019

**Subject:** Residential Growth Strategy: Action Plan Update

**Report of:** The Strategic Director, (Development)

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### **Summary**

In March 2016 the Executive endorsed the Manchester Residential Growth Strategy; which set out the key priorities for delivering residential growth over the period 2015 – 2025. It included a target of 25,000 homes. The report was accompanied by an Action Plan which set out the key actions to be delivered during the first year of the Strategy (2016/17).

In June 2017 the Executive received and approved a Residential Growth Update report that included a 5 Year Action Plan covering the period 2017 – 2022 which identified key priority areas and key actions to be progressed.

In December 2018, Economy Scrutiny Committee and the Executive received a report from the Executive Member for Housing and Regeneration which set out a number of policy proposals in relation to the delivery of the City Council's Affordable Housing Strategy. This included a revised Residential Growth Strategy target of 32,000 homes (including 6,400 affordable homes).

This report provides a summary update of the progress made in implementation the activities set out in the Residential Action Plan over the period 2016 to date. It provides a forward look to the challenges and external factors that pose a risk to the Council's ability to deliver against its residential growth ambitions, whilst also summarising the current and emerging workstreams and opportunities to contribute to the delivery of the Residential Growth Strategy.

A further report will be brought to the Scrutiny Committee and Executive later this year, post-Brexit, providing an updated Action Plan that will ensure that the city delivers the aligned objectives of sustained economic and residential growth including the provision of affordable housing.

### **Recommendations**

Economy Scrutiny Committee is invited to comment on the report and endorse the recommendations to the Executive as detailed below.

The Executive is recommended to:

1. Note the contents of this report concerning updates on progress made since 2016 and future actions;

2. Endorse the revised Residential Growth Strategy target of 32,000 homes (including 6,400 affordable homes); and
3. Note that a more detailed and updated Action Plan will be brought back to the Scrutiny Committee and Executive later this year, once the impact of Brexit is more clearly understood and a Draft Plan for Delivering Manchester's Affordability Strategy is in place.

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**Wards Affected:** All

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<b>Manchester Strategy outcomes</b>	<b>Summary of the contribution to the strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Delivery of the Residential Growth Strategy will ensure that the right mix of new housing is delivered in the areas that can accommodate growth and that new homes are connected to new and existing employment opportunities.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Ensuring the right mix of housing is essential to the retention and attraction of a highly skilled and economically active population.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The Action Plan sets out the steps required to deliver the objectives of the Manchester Residential Growth Strategy and meet the growing demand for high quality new housing in the city, which meets the needs of existing and future residents.
A liveable and low carbon city: a destination of choice to live, visit, work	The residential growth development opportunities will support the delivery of sustainable neighbourhoods with excellent pedestrian and transport connections including the use of low carbon construction methods and technologies.
A connected city: world class infrastructure and connectivity to drive growth	The master-planning of new neighbourhoods and residential developments will include infrastructure and traffic and transport planning ensuring that various modes of transport (car, bus, rail, Metrolink, cycle, and walk) are provided for.

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

- Equal Opportunities Policy
  - Risk Management
  - Legal Considerations
-



## **Financial Consequences – Revenue**

The current revenue budget to support residential growth initiatives was previously approved for the period 2016-2019. This budget has been used, and continues to be used, to commission consultancy support; master planning activities; marketing; legal fees; and other costs associated with bringing forward residential development. A future report to the Executive will set out proposals for revenue support for the period ahead.

## **Financial Consequences – Capital**

There are no direct capital financial implications arising from this report but as specific schemes or proposals are brought forward any financial implications for the city will be reported for approval either to the Executive and/or the appropriate Capital Approval process.

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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.

- Delivering Manchester's Affordable Housing Strategy – proposed new affordable housing policies for the Council, Executive 12 December 2018
- Delivering Manchester's Affordable Housing Strategy – update on the delivery of the Council's Affordable Housing Strategy, Economy Scrutiny Committee, 5 December 2018
- Housing Affordability Plan New Products, Executive, 7 March 2018
- Housing Affordability Plan, Executive, 18 October 2017
- Delivering Residential Growth: Update and Action Plan 2017-2022, Executive, 28 June 2017

- The Northern Gateway – Driving Forward Residential Growth, Executive, 8 March 2017
- Capital Programme (Budget 2017/18 – 2021/22), Executive, 11 January 2017
- Housing Affordability in Manchester, Executive, 14 December 2016
- Housing Affordability in Manchester, Executive, 1 June 2016
- Manchester Residential Growth Strategy and Action Plan 2016/17, Executive, 2 March 2016
- Draft Residential Growth Strategy, Executive, 4 November 2015
- A Stimulus for Residential Growth, Executive, 24 June 2014

## **1.0 Introduction**

- 1.1 In March 2016 the Executive endorsed the Manchester Residential Growth Strategy which set a minimum target of 25,000 new homes to be delivered within the city by March 2025. The Residential Growth Strategy proposed a set of priorities to support the city's sustained economic growth and ensure that there are affordably priced houses and apartments for sale and rent, which would underpin the economic growth objectives of the city and meet the needs of all households who want to live in Manchester. The Strategy was accompanied by a One Year Action Plan to drive forward an initial set of activities.
- 1.2 In June 2017 the Executive received and approved a Residential Growth Update report that included a 5 Year Action Plan covering the period 2017 – 2022 which identified key priority areas for housing growth and a longer- term set of key actions to be progressed to establish appropriate planning frameworks that would stimulate housing growth and place-making; identify delivery partners and where required, establish appropriate delivery arrangements.
- 1.3 It should be noted that the Residential Growth Strategy, and its underlying objectives, are consistent with the ambitions set out within the draft Greater Manchester Spatial Framework (GMSF). In particular, the Council is seeking to increase supply and density at the conurbation core on brownfield sites on the northern and eastern edges of the City Centre (areas that are referred to as the Northern and Eastern Gateways) and in the emerging neighbourhoods on the southern fringes of the city centre, including Great Jackson Street and First Street. These are the key areas in which capacity exists for the thousands of new homes that the city and the wider GM area will require over the next few years. This will help reduce the need for green field and greenbelt land to be released across the wider conurbation.
- 1.4 It should also be noted that in December 2016, the Executive approved a new Housing Affordability Policy Framework for Manchester. The Framework set out an aim to increase the proportion of homes affordable to Manchester residents based upon the then average Manchester gross household annual income of £27,000. The Council subsequently agreed at its Executive in May 2018 that no Manchester resident should have to spend more than 30% of their household income on accommodation - and ideally less. Subsequent to this, in December 2018 the Executive Member for Housing and Regeneration submitted a report to the Executive which set out a number of new policy proposals relating to the delivery of Affordable Housing in the City, which will be the subject of a more detailed report on financial and legal consequences early in 2019. The Executive Member's report set a revised Residential Growth Strategy target of 32,000 homes (including 6,400 affordable homes).

## **2.0 Progress Made in Delivering Residential Growth Since 2016**

- 2.1 The Residential Growth Strategy and underpinning Action Plans have set out an approach that can be summarised as follows: -

- The establishment of collaborative arrangements with Homes England (The Homes and Communities Agency as was), the national government agency with a remit to accelerate the delivery of new housing, to ensure that strategic decisions in relation to funding, utilisation of land assets, and staff resources were aligned to promote and support the delivery of residential growth in Manchester. This collaboration, known as Manchester Place, has been successful in identifying and bringing forward new investment into the city and in helping to assemble land that provides new platforms for development on the northern, eastern and southern edges of the city centre;
- The establishment of planning policies, guidance (such as the Residential Quality Guidance), Strategic Regeneration Frameworks (SRFs) and Neighbourhood Development Frameworks (NDFs) that encourage and co-ordinate residential and mixed-use development in key locations in the City Centre and the adjoining neighbourhoods on the northern, eastern and southern edges of the City Centre that both support the delivery of housing growth and the Council's ambitions in relation to place-making and sustainability.
- The identification and appointment of Joint Venture partnership arrangements with delivery partners with the financial wherewithal to deliver at the scale and pace required to both create places and deliver housing numbers – e.g. the Manchester Life Joint Venture with Abu Dhabi United Group on the eastern edge of the City Centre (the Eastern Gateway) and the emerging Joint Venture arrangements with Far East Consortium in the neighbourhoods of New Cross, Lower Irk Valley and Collyhurst (the Northern Gateway) have the combined potential to deliver in excess of 20,000 new homes over a 15 – 20 year period. Working at a smaller scale, the Council has also piloted work with the Greater Manchester Pension Fund (GMPF) to establish Matrix Homes to deliver an initial 240 homes for market rent and sale. This pilot has provided useful learning, with a further 340 homes currently planned and the potential for a regular development programme in the future being explored (see below). The Council will work closely with our JV partners and with others to ensure that 20% affordable housing is delivered within the Northern and Eastern Gateway areas and by Matrix Homes.
- Working in tandem with Private Finance Initiative (PFI) Consortia (both Registered Housing Providers (RPs) and private developers) undertaking estate remodelling and new house building programmes in Grove Village, Miles Platting and Brunswick and working in conjunction with the Guinness Partnership and Keepmoat Homes to deliver the comprehensive transformation of the West Gorton estate.
- Working with a range of private developers across the city where the Council has utilised its land assets to help unlock specific development opportunities – it is often the case that the City Council is able to utilise small pieces of land in its ownership to unlock larger sites and lever better

quality outcomes in scheme delivery.

- Delivering new Council housing directly (with 60 homes currently on site) or working in conjunction with RP partners to deliver Affordable Housing as part of larger schemes or as stand-alone opportunities through the use of land, brokering conversations with developer partners or encouraging and facilitating bids for Affordable Housing Programme resources.
- The identification of 4 Housing Affordability Zones to deliver 2,000 affordable homes.
- The creation of a Housing Affordability Fund including developer (Section 106) contributions, Right to Buy receipts and other monies.
- Providing Housing Options for Older and Vulnerable Residents – including the delivery of new retirement housing and Extra Care accommodation.

- 2.2 The table below sets out the number of residential completions that have been recorded in the city in the first three years of the strategy (2015/16 to 2017/18) and projected completions for 2018/19.

<b>Financial Year</b>	<b>Total Number of Residential Completions</b>	<b>Cumulative Number of Completions since April 2015</b>
2015/16	1,531	1,531
2016/17	1,735	3,266
2017/18	2,887	6,153
2018/19 (Projections)	3,627	9,780
<b>Total</b>	<b>9,780</b>	

- 2.3 Many of these completed new homes are apartments in and around the City Centre. This is generally the type of accommodation desirable to graduates and skilled professionals working in the city. Evidence gleaned through discussions with large employers looking to bring new jobs to Manchester suggests that the city's strong residential supply pipeline, which helps to retain and attract talent, is a key determining factor in them choosing to bring jobs to Manchester over other cities.
- 2.4 The combination of the attraction and retention of talent, for which the Universities play a key role, together with a strong long-term residential supply pipeline and a continued investment in job creation in the city, in key growth areas, is fundamental to the city's continued economic growth and success.

### **3.0 Residential Growth Action Plan – Forward Look**

- 3.1 The above table shows completions from April 2015 to March 2018 of c.6,000. Based upon completions since then and schemes currently on site and in the

planning pipeline we anticipate that a further c.14,000 new homes will be delivered over the next three years, i.e. c. 20,000 in total by March 2021. If we use a forecast of 3,000 new homes per annum being achieved over the remaining period covered by the current Residential Growth Strategy, this will result in a total of 32,000 new homes being delivered against the target of 25,000 homes originally set.

- 3.2 On the face of it, these forecasts paint a positive picture but there are a number of critical issues that the Strategy needs to take account of: -

#### Brexit

- 3.3 It is perhaps unsurprising that the continuing uncertainty around Brexit is beginning to impact on the property market. The Royal Institution of Chartered Surveyors (RICS) has reported a significant weakening of the housing market with indicators of supply, demand and prices falling to multi-year lows in November.
- 3.4 The RICS findings echo figures from Britain's biggest mortgage lender, Halifax, which showed house prices growing at an annual rate of 0.3% in November, the slowest since December 2012. The average asking price of a UK home has fallen by 3.2% between October and December 2018 according to Rightmove, who have reported that they expect zero growth in in UK house prices in 2019.
- 3.5 Even if the danger of a no-deal Brexit is averted, economists are predicting higher borrowing costs as the Bank of England are likely to raise interest rates.
- 3.6 A number of commentators are pointing out the risk that this weakening position could prompt a downturn in housebuilding; which, if true, will obviously impact on the Manchester market and the projections set out above.

#### Delivering an Appropriate Mix of Property Types and Tenures

- 3.7 The City emerged from the global recession of the 2000's in a relatively strong position and is well placed to continue its long-term trajectory of sustained economic growth. Over the period 2016 – 2024 it is anticipated that an additional 50,000 jobs will be created in the city and that the population will have increased to over 600,000, with more than 90,000 people living in the City Centre.
- 3.8 To be successful, the city will need to provide a housing offer that continues to grow to accommodate this economic growth as well as meeting the needs of existing residents. It also needs to grow in a manner that deepens and broadens the tax base of the city, as we are unlikely to see a return to a situation where Government provides the level of revenue grant support to underpin Local Authority service provision as existed in the past.

- 3.9 As highlighted in previous reports, Manchester has a disproportionately high number of properties in the lowest Council tax bands (75% in bands A and B) and only 4% of properties in band E+. This makes the challenges of closing the gap presented by the reduction of the Government revenue grant even more pronounced, especially in comparison to some of the more traditionally affluent parts of the country where the housing market is much more balanced. Opportunities will continue to be explored to enable the delivery of products at the upper end of the housing market, including executive homes in higher tax bands, to attract and retain residents at this end of the market.
- 3.10 At the same time, as the report submitted by the Executive Member for Housing to the Economy Scrutiny Committee and Executive in December highlighted, there has been a growing issue of affordability for Manchester residents in recent years that is likely to persist into the foreseeable future. Changes to the administration of Local Housing Allowance (LHA) and the adverse impact of the Government's Welfare Reform programme has increased pressures on the social rented sector, and the Housing Register has grown to 13,000 people and families, of which 5,000 are classified as in need (bands 1-3 of 6).
- 3.11 On this basis, the projects and initiatives within the Residential Growth Strategy need to be reviewed to ensure that the nature and form of new housing provision takes account of this situation – delivering a balanced range of housing types and tenures that operate at all price points and meets the needs of Manchester and its residents in the short, medium and long term.

#### Land Supply and Availability of Public Sector Funding

- 3.12 As Members will only be too aware, the availability of public sector funding has been dramatically curtailed as a result of successive Governments' implementing a policy of austerity since 2010. However, in recent times there have been a number of positive announcements, such as: -
- the Autumn 2017 and 2018 budget statements have released up to £5.5 billion of resources through the Housing Infrastructure Fund (HIF), providing funding for new infrastructure that will unlock the development of up to 650,000 homes nationally;
  - the Autumn 2017 budget statement also increased the Affordable Homes Programme by £2bn to £9.1 billion, meaning that there is more funding to invest in affordable housing than there has been for many years; and,
  - in October 2018 the Government announced that they were lifting the borrowing cap on the Housing Revenue Account (HRA), allowing Councils to borrow more, subject to affordability, to invest in new affordable Council housebuilding.
- 3.13 It should be noted that there are strings attached to all of these announcements. For example, the Government has provided guidance that makes plain that 80% of the HIF resources will be targeted at areas with the

greatest “affordability” pressures; effectively meaning that 80% of the national programme will be targeted at areas predominantly in the south of the country. Even more perversely, the Government are using land value uplift as the primary mechanism to assess the Benefit to Cost Ratio and Value for Money of bids submitted; without including an assessment of the number of housing units that could be unlocked as a result of the investment being made. This would result in a proposal that unlocks agricultural land for residential use scoring better than a brownfield scheme delivering housing close to an urban centre, even if the number of homes that were ultimately delivered in the latter was considerably higher.

- 3.14 The Residential Growth Strategy is contingent, in part, on our ability to unlock and re-purpose large tracts of under-utilised and brownfield land to the north and south of the City Centre which suffer from infrastructure deficits (e.g. power, drainage, access) and from the legacy of previous industrial uses (e.g. contamination). Successfully accessing HIF resources will be important in delivering development in these locations.
- 3.15 Concerns have already been expressed with this approach to Homes England at a senior level. It will also be important that the Council collaborates with other Core Cities to set out Manchester’s housing delivery offer and what might be more appropriate metrics to use to evaluate the benefits of HIF investment in the local context.
- 3.16 Likewise, lifting the HRA borrowing cap is helpful, but there will still be a legal requirement to operate a balanced HRA account over a 30 year period; and HRA borrowings will also be assessed within the context of the Council’s current overall debt cap, which will be in place until at least March 2020.

#### Draft Greater Manchester Spatial Framework and Manchester Local Plan

- 3.17 As noted above, the Residential Growth Strategy is fully in line with the Draft Greater Manchester Spatial Framework (GMSF), a revised version of which is expected to be subject to public consultation during the early part of 2019.
- 3.18 Allied to this, the adoption of a new Manchester Local Plan (the production of which is planned to commence in Summer 2019), would create the opportunity to review and more closely align housing and planning policies for the first time since the current Local Plan was adopted in 2012.

## **4.0 Forward Actions**

- 4.1 Appendix 1 attached provides more details on the progress of key activities underway together with actions that will be taken forward during 2019. However, the key Forward Actions can be summarised as follows: -
- 4.2 Collaborative Working – Homes England and Government
- 4.2.1 Homes England recently launched their 5 year Strategic Plan, the highlights of which are listed below:



- Aiming to invest over £27bn over the next few years across a range of programmes.
- Aiming to double their current workforce of 750 full time employees over the next 18 months.
- Target for England to be delivering 300,000 new homes each year.
- Increase productivity in the construction sector.
- Increase the proportion of small and medium sized enterprises active in the housing sector.
- Reverse the trend in owner occupation which has fallen from a peak of 71% in 2003 to 63% today.
- Promote Modern Methods of Construction (including modular homes).

4.2.2 Homes England's Strategic Plan provides greater clarity on the role that Homes England will play in facilitating the delivery of new housing nationwide. As the administrator of such a significant package of public sector funding programmes there is an opportunity to seek synergies between the Council's own residential growth programmes and Homes England's strategic objectives.

4.2.3 As explained above, the recent introduction of new geographical targeting rules affecting the distribution of funding flowing from Government serves to restrict the amount of funding available to areas outside of the South and South East of the country. However, the Council will continue to forge strong relationships with Homes England and continue to make the case for investment into Manchester to sustain and accelerate residential growth that benefits the local, regional and national economies.

4.2.4 In addition to Homes England the Council will seek to continue to maximise investment into residential development in the city through its work with the GMCA, existing and future joint venture partners and local and national Registered Providers.

#### 4.3 Driving Forward Joint Venture Partnerships

4.3.1 In early 2019 the Council's Executive will receive a final version of the Strategic Regeneration Framework for the Northern Gateway and, subject to approval, this document will act as a material planning consideration and provide a point of co-ordination for development activity undertaken via the Joint Venture partnership and other developers. Initial planning applications will follow behind to initiate the first phases of housing development. This will be supported with a bid for the Government's Housing Infrastructure Fund that will be submitted in March 2019.

4.3.2 The Manchester Life Joint Venture will continue to deliver new homes in Ancoats and New Islington during 2019 – with approximately 1,500 units already completed or on site. Master-planning for additional opportunities will also be undertaken.

4.3.3 The next phase of the Matrix Homes partnership with the Greater Manchester

Pension Fund (GMPF) – which has identified sites with capacity for 340 homes will be taken forward and further opportunities for investment by the GMPF will be explored.

#### 4.4 Delivering Manchester's Affordability Strategy

4.4.1 Work will be undertaken to translate the policy proposals set out in the Executive Member for Housing and Regeneration's into a programme of action – including the identification of sites and delivery arrangements for new Council House building. This will augment the delivery of 840 affordable homes currently on-site that are being brought forward by Registered Provider Partners and the City Council (The City Council element being 40 new council houses on site in North Manchester).

#### 4.5 Taking Forward Plans for the Four Housing Affordability Zones

4.5.1 The Executive meeting of October 2017 agreed to establish 4 Housing Affordability Zones which have the potential to bring forward a significant number of affordable Homes. These being:

- North Manchester (including Collyhurst and Central Estates)
- Clayton (including land at Eccleshall Street and Ilk/Alpine Streets)
- Beswick (including land at Grey Mare Lane)
- Wythenshawe Town Centre

4.5.2 During 2019 proposals for delivery will be brought forward for these Zones.

#### 4.6 Modern Methods of Construction – Modular Build

4.6.1 Modular building – or off-site construction of housing, where a significant element of a home is built in a factory, has the potential to speed up housing delivery and deliver higher quality homes. Both of these factors can be beneficial to developers and also those delivering affordable housing. However off-site housing tends to be more expensive than traditional build techniques at present, which inevitably reduces the take up. The Government is keen to see off-site housing expanded to address the skills and materials shortages that become more prevalent as the supply of homes increases. As a result, additional grants can be secured through Homes England for off-site built affordable housing. The Council for its part will be exploring how best to capitalise on the increasingly important potential of off-site housing. Further ideas will be shared later in 2019. In the meantime it is proposed that the next phase of North Manchester New Build homes will be delivered as an off-site housing pilot scheme.

#### 4.7 Achieving Zero Carbon

4.7.1 In November 2018, the Council committed to achieving Zero Carbon by 2038. Existing and new housing can play an important role in delivering this commitment. An Action Plan will be developed later in 2019 to identify how the Council can support developers of market sale/rent and those delivering

affordable housing to work towards this goal. In the meantime the potential for the next phase of the North Manchester New Build programme to achieve above Building Regulations energy performance will be explored.

#### 4.8 Community Led Housing

- 4.8.1 The Council has committed to establish a strategy for community led housing by the summer of 2019. As part of this strategy the Council will explore the feasibility of at least 3 community-led housing projects on Council land providing at least 30 affordable homes in total. At least one of these will be led by older people.

### 5.0 **Conclusion**

- 5.1 This report has provided an overview of the significant progress that has been made to date in delivering against the objectives of the Residential Growth Strategy that was established in 2015/16.
- 5.2 The report sets out emerging challenges that the future implementation of the Strategy will need to take account of in the form of: more difficult market conditions as a result of the continued uncertainty surrounding Brexit; that the speed of delivery of large initiatives such as Northern Gateway will in part be contingent upon increased access to public investment programmes that will be required to unlock challenging sites where large numbers of new houses can be built; and the requirement to refresh the approach to delivery of affordable housing.
- 5.3 It is therefore proposed that an updated Residential Growth Action Plan is brought back to a future meeting of the Scrutiny Committee once there is greater clarity surrounding Brexit and the economic and property market impacts can be adequately assessed; once the funding bid for the Northern Gateway programme has been submitted to Government; and the policy proposals relating to the delivery of Affordable Housing set out by the Executive Member for Housing and Regeneration have been translated into a Draft Delivery Strategy.
- 5.4 It is anticipated that this Action Plan will be ready for consideration in the late spring of 2019.

### 6.0 **Contributing to the Manchester Strategy**

#### **(a) A thriving and sustainable city**

- 6.1 Delivery of the Residential Growth Strategy will ensure that the right mix of new housing is delivered in the areas that can accommodate growth and that new homes are connected to new and existing employment opportunities.

#### **(b) A highly skilled city**

- 6.2 Ensuring the right mix of housing is essential to the retention and attraction of

a highly skilled and economically active population.

**(c) A progressive and equitable city**

- 6.3 the objectives of the Manchester Residential Growth Strategy and meet the growing demand for high quality new housing in the city, which meets the needs of existing and future residents.

**(d) A liveable and low carbon city**

- 6.4 The residential growth development opportunities will support the delivery of sustainable neighbourhoods with excellent pedestrian and transport connections including the use of low carbon construction methods and technologies.

**(e) A connected city**

- 6.5 The master-planning of new neighbourhoods and residential developments will include infrastructure and traffic and transport planning ensuring that various modes of transport (car, bus, rail, Metrolink, cycle, and walk) are provided for.

**7.0 Key Policies and Considerations**

**(a) Equal Opportunities**

- 7.1 The Action Plan will support the delivery of residential-led development providing a significant number of high quality homes alongside commercial development. This will both meet increasing levels of demand for housing within the city and create new employment opportunities.

**(b) Risk Management**

- 7.2 The risks associated with residential development projects will be managed by the Residential Growth Team. Risks will be escalated and decisions made in accordance with the Council's governance arrangements.

**(c) Legal Considerations**

- 7.3 The spatial priorities and subsequent residential developments will be progressed through all relevant stages with the support of legal expertise.

## Appendix 1 - Delivering the objectives of the Residential Growth Strategy

The Residential Growth Strategy comprises 6 key objectives, as follows:

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

This next section of report provides an overview of the current and emerging initiatives that will directly contribute towards the delivery of these objectives. Many of these initiatives directly contribute to more than one of the Strategy objectives. The table below presents the current and emerging actions under the following headings:

1. Council-led spatial-planning initiatives being brought forward via public private partnerships, and making use of Council-owned land to increase the delivery of new homes.
2. Intervening to guide and facilitate the delivery of appropriate residential development within key opportunity areas, including the City Centre, through the use of Council Policy, Strategic Regeneration Frameworks and other tools.
3. Key thematic initiatives including;
  - a. Sustainability and productivity
  - b. Private Rented Sector
  - c. Retirement living

Council-led spatial-planning initiatives being brought forward via public private partnerships, and making use of Council-owned land to increase the delivery of new homes		
Action	Summary	Timescale
Progress the first phase of development activity in the	Northern Gateway Operations Limited, a Joint Venture (JV) between Manchester City Council and Far East Consortium (FEC), was established in April 2017. One of the first major milestones for this joint venture was the preparation of a draft Strategic Regeneration Framework (SRF) for the Northern Gateway which would form the basis of a masterplan to be adopted by the JV.	Progress over next 12 months

<p><b>Northern Gateway</b></p>	<p>On 7 March 2018, the Executive endorsed, in principle, a draft SRF for the Northern Gateway, a 155 Hectare land area made up of the adjacent neighbourhoods of New Cross, the Lower Irk Valley and Collyhurst. The Draft SRF sets out a Vision, Objectives and a series of SRF Development and Design Principles to bring about transformational change and deliver circa 15,000 new homes over the next 15-20 years. The draft SRF formed the basis for an extensive public consultation exercise, carried out over the summer, with existing residents, businesses, landowners, developer partners, statutory bodies and other local stakeholders. A report summarising the outcome of the public consultation exercise, and presenting a final version of the SRF will be brought before the Executive in February for approval.</p> <p>The SRF will form a material consideration as part of the planning process, applicable to all landowners and developers. The SRF will also, however, form the basis of a ‘masterplan’ to be adopted by Northern Gateway Operations Limited and upon which FEC, in their role as the appointed Development Manager to the JV, will prepare a Strategic Business Plan and prioritise planning and delivery activity in the first 5 years of the Northern Gateway programme.</p> <p>The JV partners are currently working up a strategy to enable the first phase of development to come forward. This strategy will include specific plans relating to the acquisition of land; the identification and implementation of key physical and social infrastructure interventions; and a robust approach to planning and phasing.</p> <p>The extent of the necessary infrastructure interventions is significant. An assessment of existing gaps in infrastructure suggest that circa 3,000 new homes could be built in the first phase development area based on the existing resources available to the JV. However, the Council is currently preparing a second stage bid to the Government’s HIF programme which, if successful, could unlock a further 5,000 new homes in this first phase area through the funding and delivery of key strategic infrastructure intervention.</p>	
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<p><b>Support the completion of the first 2 phases of Manchester Life Delivery in Ancoats and New Islington and identify and plans for phase 3.</b></p>	<p>The Manchester Life JV between the Council and the Abu Dhabi United Group is on track to deliver 1,468 new homes across 9 development sites in the Ancoats and New Islington neighbourhoods. This comprises a total of 1073 new homes for market rent and 395 homes for sale.</p> <p>A total development of at least 5,000 homes is envisaged by the JV. The next phases of the development pipeline for Manchester Life are currently being explored but will, over the remaining years of the strategy, build on the progress made in establishing Ancoats as the fastest growing neighbourhood in the city; exploring the opportunities presented through the Council's land assets in this part of the city.</p> <p>In both Northern and Eastern Gateways the potential exists to deliver a range of tenures and property types to ensure that 20% of units provided meet the affordability criteria.</p>	<p>Phased completion with all units within Phase 1 and 2 to complete by 2021</p>
<p><b>Progress delivery of new affordable housing on Council-owned land as part of the Housing Affordability Zones</b></p>	<p>At its meeting of 17 October 2017 the Executive approved the creation of 4 Housing Affordability Zones where significant numbers of affordable homes could be delivered over the next few years. These zones are:</p> <ul style="list-style-type: none"> <li>▪ North Manchester (including Collyhurst and Central Estates)</li> <li>▪ Clayton (including land at Eccleshall Street and Ilk/Alpine Streets)</li> <li>▪ Beswick (including land at Grey Mare Lane)</li> <li>▪ Wythenshawe Town Centre</li> </ul> <p>Collyhurst was added to the North Manchester Housing Affordability Zone following a recommendation to the Executive on 7 March 2018, however at this stage the exact red line plans are still to be determined.</p> <p>A policy proposal from the Executive Member for Housing and Regeneration was approved by the Executive on 12 December 2018 that will see the Council explore ways in which all of the new affordable homes (at least 2,000) in the 4 Housing Affordability Zones can fall outside of the Right to Buy scheme.</p>	<p>Progress to be made over next 12 months</p>

<p><b>Delivering Manchester Affordable Housing Strategy</b></p>	<p>The Executive Member's paper to the Executive meeting of 12 December 2018 provided an update on the Council's affordable housing delivery and future policies. This proposed that, in addition to the 3,000 affordable homes that will have been delivered between April 2015 and March 2021, the city will need to deliver a further 3,400 affordable homes to meet the 20% affordable target of the total number of new homes expected to be delivered during the period of the Residential Growth Strategy (i.e. April 2015 to March 2025).</p> <p>In order to deliver on this target the Council is in the early stages of bringing forward a number of proposals:</p> <ul style="list-style-type: none"> <li>▪ Bringing forward a second phase of Council new build housing of 300 homes. 150 of these homes were the subject of a recent HRA Headroom application to the Government. Subsequently, whilst considering these applications, the Government decided to lift the HRA cap. Whilst more flexibility for Councils is to be welcomed, officers are yet to fully assess the financial and legal implications of this new announcement. The initial 150 homes have sites identified and sites are currently being identified for the other 150. The first 75 are being accelerated as a modular home development with procurement for a delivery partner being commenced early in 2019.</li> <li>▪ Bringing forward the next tranche of small sites for 500 affordable homes to dispose of to RPs. As explained above the process for progressing disposals has been accelerated.</li> <li>▪ Continuing to work with its RP partners to identify medium sized Council sites and support their applications to Homes England for investment.</li> <li>▪ Working with its existing residential growth joint venture partners to bring forward delivery proposals, including: <ul style="list-style-type: none"> <li>▪ An initial phase (size to be confirmed) at Northern Gateway (including Collyhurst);</li> <li>▪ A second phase of around 340 Matrix Homes (joint venture with Greater Manchester Pension Fund) properties is being brought forward, including 20% affordable housing.</li> </ul> </li> </ul>	<p>An Operational Plan will be brought back to the Scrutiny Committee and the Executive in early 2019</p>
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	<ul style="list-style-type: none"> <li>▪ Exploring the feasibility of a number of Community Led housing projects.</li> <li>▪ Developing a Supported Housing Strategy including extra care, dementia friendly and learning disabilities.</li> </ul>	
<p><b>Continue to oversee the delivery of the Miles Platting and Brunswick PFI schemes</b></p>	<p>Refurbishment of socially rented stock whilst at the same time rebalancing and re-purposing mono-tenure housing estates through the creation of new homes for sale.</p> <p>The Miles Platting and Brunswick regeneration projects continue to meet the key objectives of the Residential Growth Strategy. These projects will continue to deliver over 1200 new homes for rent, sale and retirement living. A further 315 homes are yet to be delivered in Brunswick 225 for sale and 90 for social rent and a further 720 homes for sale in Miles Platting. They offer opportunities for home ownership which include shared ownership and outright sale, supported by government initiatives such as Help to Buy. They include the refurbishment to Modern Standards of over 2100 council owned homes. Once works are completed these homes will be included in planned maintenance programmes through to 2037.</p> <p>A significant number of the new-build homes and refurbished homes are family accommodation and new parks, improved open space and community facilities have been provided to improve the quality of the neighbourhood. Both projects will deliver retirement living. In Brunswick a new 60 bed extra care unit will be completed in 2020 with a cafe, health facilities and community space that will be available to residents from the wider neighbourhood.</p>	<p>Ongoing with all new-build programmes due to complete by 2025</p>
<p><b>Complete the transformation and regeneration of the West Gorton estate with the final new homes</b></p>	<p>The West Gorton regeneration programme has seen the development of over 500 new homes, the great majority of which are family houses. A further 60 homes are in development and will be completed by autumn 2019. This has been complimented by the opening of a new community hub featuring a GP surgery, pharmacy and convenience store as well as a new community facility at the local primary school featuring a brand new nursery and community space available for use by the local community.</p>	<p>End 2020</p>

<p><b>and the delivery of a new community park</b></p>	<p>In early 2019 a planning application will be submitted for the creation of a brand new neighbourhood park that comprises an area more than twice the size of the existing green space, as well as improvements to further green spaces and public realm in and around the neighbourhood.</p>	
<p><b>Oversee the delivery of new residential development being brought forward in accordance with the Agreement for Lease between the Council and Rowlinsons on the site of the former Stagecoach bus depot in Whalley Range.</b></p>	<p>The former Stagecoach site at Bowes Street has been a priority site for the Council for over a decade due to its strategic location. The site is one of the most important and visible opportunity sites on the southern approach into Manchester City Centre and has the potential to contribute to the continued evolution of this area into a vibrant and sustainable neighbourhood of choice.</p> <p>The site was marketed in 2015 using the Manchester Place brand with the intention of bringing forward new homes and an Integrated Healthcare Centre. Rowlinson was the successful bidder for the site.</p> <p>Construction activity began on site in late 2018. The development will deliver 258 new homes – 40% of which will be affordable - across a range of types and tenures of properties, including:</p> <ul style="list-style-type: none"> <li>▪ 132 one, two and three bed apartments for Market Rent;</li> <li>▪ 72 one and two bed Extra Care apartments, of which 8 are for Shared Ownership and 64 are for Social Rent;</li> <li>▪ 54 three and four bed family homes, of which 30 are for Shared Ownership and 24 are for Market Sale.</li> </ul> <p>The Director Housing and Residential Growth is working closely with the developer, Rowlinson, to secure HIF funding to support the delivery of an integrated health facility as part of the wider development on this site. It is expected that the whole development will be complete by late 2021.</p>	<p>All phases of the development to have commenced by mid-2019.</p>

<b>Intervening to guide and facilitate the delivery of appropriate residential development within key opportunity areas, including the City Centre, through the use of Council Policy, Strategic Regeneration Frameworks and other tools.</b>		
<b>Effective utilisation of the Great Jackson Street SRF to unlock significant residential growth in the Southern Gateway to the City Centre</b>	An updated SRF for Great Jackson Street has facilitated start on sites for large residential schemes by Renaker, totalling more than 2,000 new homes for sale and rent, with a further consented scheme from De Trafford Estates expected to commence construction activity in the near future, totalling 449 new homes including 50 apartments designed specifically for retirement living.	
<b>Securing HIF funding to enable the delivery of key infrastructure works to facilitate residential development at Victoria Station</b>	In terms of accessibility, one of the most sustainably located developments is expected to come forward in 2019 on the former Fish Dock site adjacent to Victoria Station. New Victoria, being brought forward by Muse Developments, will see 520 new apartments delivered across 2 buildings. However, the site has severe constraints which make development very challenging and explain why this prominent and strategic site has remained undeveloped for many decades. The Council is actively working with Homes England to finalise a grant package through the HIF programme and hope to have this confirmed early in the new year.	Funding expected by confirmed by 31 January 2019
<b>Support and facilitate delivery of new residential development at Angel Meadow as part of the</b>	As a precursor to the Northern Gateway, FEC have recently commenced construction on the first phase of their Meadowside development adjacent to Angel Meadow park. The scheme will see a total of 756 new apartments and townhouses delivered across 4 new buildings framing the park. The first 3 of these buildings, totalling 422 new homes – including 136 which are exclusively available for domestic buyers - are expected to be completed in 2021.  The development has been made possible by the Council working in collaboration with the	Three of four consented blocks to be completed by mid 2021 with final block due to commence

<b>NOMA SRF area</b>	Cooperative Group to utilise the respective land interests to bring about transformational change and regeneration in this part of the extended City Centre.	construction in 2021.
<b>Complete a feasibility study into a genuinely affordable housing scheme within the City Centre</b>	<p>Whilst the City Centre (core area and adjacent neighbourhoods) housing market remains incredibly buoyant with a total of 9,500 new homes currently under construction, there are concerns that these developments are not providing on-site affordable housing. Where S106 contributions are being collected from city centre schemes, and put towards the Housing Affordability Fund, there is a strong sense of public and Member feeling that some of these funds should be invested into affordable housing development within the city centre.</p> <p>As agreed at the Council's Executive meeting of 12 December 2018, the Council will complete a feasibility study into a genuinely affordable housing scheme within the city centre of an appropriate density for its location. Should the feasibility study find such a scheme to be viable, subject to standard scrutiny procedures of the Council, the Council shall proceed with the scheme.</p>	Study to be completed by end December 2019
<b>Working with key partners (such as Siemens and the Manchester Metropolitan University in Didsbury) to identify suitable opportunities for the delivery of higher value homes for 'second-steppers' in sustainable</b>	<p>The Residential Growth Strategy highlights how Manchester has historically seen residents move out of the city as they have children and/or as a result of limited opportunities for 'second-stepping' i.e. moving up the property ladder. Schools and other community facilities have significantly improved over the last ten years and more people want to stay in the city and be close to excellent and accessible public and private services; good transport links; and access to high quality amenity provision. The Council will continue to work with a range of partners to identify suitable sites so that all types of new homes that people need can be provided in the city. It is good for the city to have stable communities of people who live and work in Manchester.</p> <p>In Didsbury, where opportunities for new housing has been constrained by the lack of available land for development, recent development has been brought forward at the former MMU Campus at Wilmslow Road which has seen the re-use of Listed buildings alongside new large family homes. The development has been complimented by improvements to resident amenities including Didsbury Tennis Club, children's play within Didsbury Park and</p>	All new homes to be complete 2019.

<p><b>locations.</b></p>	<p>brand new Primary School adjacent to the development site.</p> <p>Additional new homes to meet this demand at the upper end of the market are being provided as part of the comprehensive redevelopment of the Siemens Technology Campus where 95 new homes are under construction in close proximity to the brand new Didsbury High School, expected to open in 2019.</p>	
<p><b>Key thematic initiatives: Sustainability and Productivity</b></p>		
<p><b>Continue to utilise the Residential Quality Guidance document to challenge developers to improve the quality and sustainability of the City's housing</b></p>	<p>In 2016 the Council developed its own design and quality standard for new residential development, which provides baseline minimum requirements and mandatory standards, to ensure the delivery of high quality, sustainable housing that meets the needs of the city and its communities and helps establish Manchester as a world class city.</p> <p>The guidance document has since been used positively by architects and developers in preparing their planning applications. Developers bringing forward sites for residential development across the city are required to accord with the guidance through the planning and development process and demonstrate that the very highest standards of design are being achieved as part of new developments.</p>	
<p><b>Ensure that new residential development contributes towards the ambition to become a zero carbon city by 2038</b></p>	<p>An Action Plan will be developed later in 2019 to identify how the Council can support developers of market sale/rent and those delivering affordable housing to work towards this goal. In the meantime the potential for the next phase of the North Manchester New Build programme to achieve above Building Regulations energy performance will be explored.</p>	<p>Action Plan in place by autumn 2019</p>

<p><b>Explore the utilisation of Modern Methods of Construction in the housing market in Manchester</b></p>	<p>The Council will explore how best to capitalise on the increasingly important potential of off-site housing. It is proposed that the next phase of North Manchester New Build homes will be delivered as an off-site housing pilot scheme.</p>	<p>Report by autumn 2019</p>
<p><b>Key Thematic Initiatives: Private Rented Sector</b></p>		
<p><b>Support and facilitate the delivery of Build to Rent that offer a consistent level of quality and choice in the private rented sector</b></p>	<p>The Residential Growth Strategy recognises that most private rented sector homes are good quality and available at a reasonable rent, this is not always the case. Renting continues to be an attractive offer to many for a variety of reasons whilst at the same time it can sometimes be the only option available to some people due to the limited availability of social housing and constraints associated with taking the step into home ownership.</p> <p>Historically, the private rented sector has been fragmented in ownership terms with many blocks – mainly apartment-led developments – featuring multiple owners with multiple letting arrangements. This leads to inconsistent management standards and some neighbourhoods suffer from having a lack of ‘ownership’ and feel neglected.</p> <p>The PRS market continues to show signs of maturity with a number of high profile Build to Rent developments recently completed, under construction and proposed, including:</p> <ul style="list-style-type: none"> <li>• 1073 new homes across 5 schemes in Ancoats and New Islington by Manchester Life;</li> <li>• 466 apartments at Angel Gardens by Moda Living as part of the NOMA neighbourhood;</li> <li>• 683 apartments by Affinity Living at Circle Square (former BBC site);</li> </ul>	<p>On-going priority</p>

	<ul style="list-style-type: none"> <li>• 350 apartments by Legal &amp; General as part of the Deansgate Square development within the Great Jackson SRF area;</li> <li>• 274 apartments by Balfour Beatty in the New Cross neighbourhood within the Northern Gateway SRF area.</li> </ul> <p>These Build to Rent schemes offer a consistent single lettings strategy and generally offer a range of lifestyle benefits to tenants including on-site gyms, swimming pool and well-maintained communal areas and amenity spaces.</p>	
<b>Evolve the Selective Licensing initiative to improve conditions at the lower end of the private rented market.</b>	<p>The Selective Licensing pilot has delivered four designations across the city to date, placing a legal requirement on landlords to obtain a licence to operate as a private landlord in these areas. The total number of licensable properties in the city is now approximately 2,000 and cover areas in Crumpsall, Moss Side, Moston &amp; Old Moat until 2023. Approximately 25% of all properties in the scheme have been issued a licence and enforcement action is being taken against those who fail to comply. In addition to this approximately 50 compliance inspections have been completed.</p> <p>Proposals for licensing in the Ben St area of Clayton and Openshaw are being considered. A £15.61M regeneration scheme is delivering a range of improvement works in the area that will see the refurbishment of empty properties, facelift to all of the terraced housing (including privately owned properties), streetscape improvements, and a new build housing development at Ilk St/Alpine St. Data on the proposal is currently being collated and as this will be an additional area outside of the original pilot scheme a report will be submitted to the Executive to seek approval to consult. The report will be submitted early in the new year.</p>	Executive Report in early 2019
<b>Key Thematic Initiatives: Retirement Living</b>		
<b>Bring forward delivery of 7 Extra Care Schemes</b>	The Residential Growth Strategy recognises that as the city is growing we will have more older people, living longer. Increasing the delivery of new high-quality retirement living accommodation also makes a direct contribution towards achieving many of the other objectives contained within the Strategy and the wider objectives of the Council and our	Delivery of all schemes between present and

<p><b>including the UK's first older people's LGBT scheme.</b></p>	<p>partner agencies. Providing opportunities for older people to downsize can free up larger family homes for those in need and those looking to upsize while the provision of purpose built, high-quality accommodation for older people can reduce dependency and the cost of care whilst at the same time reducing loneliness and social isolation.</p> <p>It is important that these new developments for retirement living are in sustainable locations, close to associated community and social infrastructure including health facilities, public transport and retail and leisure facilities.</p> <p>As highlighted in the December Executive report a total of more than 500 extra care homes, over 7 sites across the city, will be delivered between now and 2022. This includes Manchester's first LGBT Extra Care development, which is being developed in response to MCC commissioned LGBT Foundation research which identified high levels of concern amongst Manchester's older LGBT population that carers would be able to understand and meet their needs and anecdotal evidence of ignorance and discrimination within existing schemes. We believe this extra care scheme will be the first of its kind in the country. It will also be a first for MCC in that it will be the first scheme within the new build extra care programme owned by MCC. Sales and lettings will be carefully managed to protect the LGBT majority and ensure all residents are LGBT affirmative.</p>	<p>2022</p>
<p><b>Work with the private sector to encourage consideration of Manchester as an age-friendly city so that new developments being brought forward in private schemes meet the needs</b></p>	<p>In addition to the retirement schemes being brought forward by the Council and Registered Providers, there are signs that the market is also starting to respond to signs that a small but growing number of retired residents are choosing to downsize and relocate to the city centre. As highlighted above, De Trafford Estates will shortly be bringing forward 50 new apartments for retirement living within the Great Jackson Street SRF area.</p>	<p>Construction expected to commence in 2019</p>



<b>of an ageing population</b>		
<b>Community Led Housing</b>	The Council has committed to establish a strategy for community led housing by the summer of 2019. As part of this strategy the Council will explore the feasibility of at least 3 community-led housing projects on Council land providing at least 30 affordable homes in total. At least one of these will be led by older people.	Strategy to be produced by July 2019

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**Manchester City Council  
Report for Information**

**Report to:** Economy Scrutiny Committee – 9 January 2019  
**Subject:** Delivering the Our Manchester Strategy  
**Report of:** Leader of the Council

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**Summary**

This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy Manchester Labour's 2018 Election Manifesto for those area within the portfolio of the Leader of the Council

**Recommendations**

The Committee is asked to note and comment on the report.

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## **1.0 Introduction**

1.1 The Our Manchester Strategy was formally adopted by the Council in January 2016 and sets the ambitions for the city for the next ten years, to 2025, for Manchester to be:

- Thriving – creating great jobs and healthy businesses
- Filled with talent – both home-grown talent and attracting the best in the world
- Fair – with equal chances for all to unlock their potential
- A great place to live – with lots of things to do
- Buzzing with connections – including world- class transport and broadband

1.2 Executive Members are collectively and individually responsible for supporting the delivery of the Our Manchester Strategy and for providing political oversight and direction to officers for better outcomes for Manchester residents. In June this year the Executive adopted the pledges made in Manchester Labour’s 2018 election manifesto “Building Together” as council policy, and it is these along with the Greater Manchester Strategy that will guide our work over the next year.

1.3 This report sets out how I, as the Leader of the Council, have sought to deliver Council priorities related to my portfolio over the past six months. A complete list of all my activities on behalf of the Council can be found in my public service contract reports.

## **2.0 Leader of the Council – Portfolio**

2.1 As Leader of the Council my portfolio consists of overall policy co-ordination, external relationships, major economic development including City Centre regeneration, legal services, the digital economy (business development) and devolution.

## **3.0 Report back**

3.1 The last six months have been dominated by Brexit, not just in the political sphere, but also in organisations like Manchester Airport Group that will fundamentally be affected by any outcome other than ‘remain’. The monthly reports to the Combined Authority (CA) make it clear that a hard/no deal Brexit would be very damaging for jobs in Greater Manchester, and although the CA is not enthusiastic about a second referendum, in the absence of a general election, a second referendum including a remain option would be better than no deal.

3.2 Staying with the Combined Authority, I have played an active role in making progress on two of the big issues facing the city-region, the Greater Manchester Spatial Framework and Clean Air, and by the time the committee meets, the Mayor and Leaders should have made a statement on direction of travel.

- 3.3 The consultations on both the Good Employment Charter and the Local Industrial Strategy (LIS) have concluded. On the former, a formal draft Charter will now be produced to share with stakeholders. On the latter, the reports from the research carried out by the Prosperity Review Group will be received in January and along with the consultation responses, will feed into the LIS which is still intended to be finalised and published by March 2019. At the end of October, I gave a presentation to the GM APPG on the progress that has been made.
- 3.4 Two significant pieces of work to report on from the LGA's City Regions Board. The first is that I am now co-chairing a Skills Task Force the objective of which is to promote Work Local, the LGA's policy for place-based employment and skills services. The second is two pieces of research work related to devolution. One looked at possible options for fiscal devolution, apportioned income tax and specific local taxes like a tourism tax, the other at public attitudes to devolution. The outcomes from this are now being pursued by other boards within the LGA.
- 3.5 The amount of regenerative development in the city continues to grow at a rate not matched anywhere else in the UK outside London. The amount is now exceeding pre-2008 levels and covers residential, commercial and leisure. This is underpinned by one of the fastest growing economies in Europe with the two biggest growth factors being creative employment and tech including digital. Notable successes include Booking.com agreeing to establish the global headquarters for their transportation business in the city, the Farm relocating their post-production base, Amazon signing up at the Hanover for a new corporate centre and the Hut Group proposing to locate their HQ at Airport City. The new bio-matter company set up as a result of the agreement with Qiagen has now started up. The Masdar building, housing the Graphene Engineering Innovation Centre (GEIC), has now had its official opening. However, alongside these bigger projects, the number of start-ups and growing small businesses is enormous.
- 3.6 We are supporting Manchester University in their plans for North Campus, due to be launched in the spring. Demolition of the 'Fujitsu' tower has been completed at Space Studios which are now fully booked. Re-modelling of One Central Park is well underway and consideration is being given to some refurbishment at the Sharp project. Manchester Life is doing really well and almost overnight Ancoats and New Islington has become a real community. This and the paragraph above are only a sample of what is going on, all of which more than makes up for the disappointment of not landing Channel 4.
- 3.7 The City Centre Accountability Board continues to meet monthly and recently considered a survey of city centre residents, workers and visitors. It was largely positive but did confirm the two biggest negative issues we face are begging and perceptions of cleanliness, the biggest location of concern being Piccadilly Gardens.

- 3.8 Our City Centre Regeneration team did a great job working with the new owners of House of Fraser and the Kendal's building owner to secure the future of the store and the jobs of the people working there.
- 3.9 I have been working with Design Manchester to develop a design manifesto for the city. This is concerned with design in the broadest sense and its relationship to our social and economic agendas and will play a key part in demonstrating our unique characteristics.
- 3.10 At Core Cities I have been pushing for a more focussed approach building on our understanding of cities as prime generators of growth. On the back of this, Core Cities Cabinet has agreed to commission a piece of work exploring the causal relationship between city-growth and the economic well-being of the surrounding region.
- 3.11 The regular Listening in Action sessions with Council Staff are continuing and I have taken part in nearly all of them. The Our Manchester engagement programme has now been extended with the first community based 'Have Your Say' sessions and I took part in these in Moston and Chorlton Park.
- 3.12 Strategic rail issues have continued to consume a lot of time. The disaster of the new rail timetable compounded by ongoing industrial action at Northern Rail is having an enormous negative impact on transport to, from and through the city. At the Mayor's Transport Board it became clear that a major factor behind the timetable problems is the failure to deliver extra capacity at Oxford Road and Piccadilly stations. Proposals for this still sit on Ministers' desks and in the meantime Network Rail are carrying out another study about how to increase capacity around Manchester, particularly the Castlefield Corridor and Ordsall Junction.
- 3.13 I have started to attend the Piccadilly Partnership Board and will take the Chair from its next meeting. The biggest issue is how we deliver an integrated HS2/Northern Powerhouse Rail/Metrolink station at Piccadilly. The last board meeting discussed a study commissioned by Transport for the North. In questioning it became clear that TfN had not evaluated whether or not proposals were future proof i.e. station options were capable of matching available pathways through the HS2 tunnel. They also could not say whether or not proposed platforms were capable of handling the expected number of passengers or even whether or not there was sufficient capacity in the station entrance for passengers to get in or out.

**Manchester City Council  
Report for Information**

**Report to:** Economy Scrutiny Committee – 9 January 2019

**Subject:** Delivering the Our Manchester Strategy

**Report of:** Deputy Leader of the Council

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**Summary**

This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio of the Deputy leader of the Council, Councillor Nigel Murphy

**Recommendations**

The Committee is asked to note and comment on the report.

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## 1.0 Introduction

1.1 The Our Manchester Strategy was formally adopted by the Council in January 2016 and sets the ambitions for the city for the next ten years, to 2025, for Manchester to be:

- Thriving – creating great jobs and healthy businesses
- Filled with talent – both home-grown talent and attracting the best in the world
- Fair – with equal chances for all to unlock their potential
- A great place to live – with lots of things to do
- Buzzing with connections – including world-class transport and broadband

1.2 Executive Members are collectively and individually responsible for supporting the delivery of the Our Manchester Strategy and for providing political oversight and direction to officers for the better outcomes for Manchester residents. In October, the Executive published its collective political priorities and those of individual Executive Members, all of which are aligned to the Our Manchester Strategy.

1.3 This report sets out how I as the Deputy Leader of the Council seek to deliver these priorities.

## 2. Deputy Leader of the Council - Portfolio

2.1 As Deputy Leader of the Council my portfolio includes:-

- Crime & Community Safety
- Employer Engagement
- Corporate Property
- Communications
- Manchester Industrial Strategy
- Skills & Employment
- Worklessness
- Our Town Hall refurbishment project

## 3. Work areas for the year

The 2018 Manchester Labour Manifesto “Building Together” clearly set out Manchester Labour’s priorities for our City, this set out 44 specific pledges to be delivered in whole or part during the 2018/19 municipal year. In this report you will find details of the pledges that fall within my portfolio and an update on the progress made to date.



**3.1 Ensure that our historic buildings are a part of the city's future as demonstrated by the refurbishment of our grade 1 listed Town Hall.**

Work has started on the Town Hall refurbishment and the Management Contractor is due to start early next year. A working group has been established to look at a ward level heritage audit where buildings, structures or locations that are not listed or otherwise officially protected, but are important to the history of their community, are brought to the council's attention.

**3.2 Aim to increase the number of real living wage employers in the city & Campaign against exploitive zero-hour contracts**

I have had meetings with the Greater Manchester Chamber of Commerce who support our ambition, they are working with their members to both pay a real living wage and not use exploitive zero-hour contracts. They are also asking members to look at their supply chains to ensure the same conditions are in place.

**3.3 Give special attention to the 50 – 64 year age group that now contain the most economically excluded parts of our communities**

Work is taking place with employers to offer opportunities for the 50+ both by providing work placements, full time employment and training options for their own staff to ensure they have the right skills for the changing workplace. Another focus is to work with residents who have been out of employment for a period of time to give them the skills and the confidence to return to work.

**3.4 Demand that we get more police officers, protect neighbourhood policing and have a 999 and 101 service that works in return for the increase in the Council Tax funding to the GM Mayor.**

50 additional neighbourhood police officers started with Greater Manchester in October 2018 and plans are in place to recruit a further 50 in 2019/20 these posts have been funded by the increase in precept.

GMP have introduced a number of additional services to make it easier for the public to contact the police, these include Livechat - an online reporting mechanism, a call back service at peak demand times where GMP will call back within an hour to stop people having to wait in a queue. An additional investment of £1m has allowed the recruitment of 40 additional call takers which has seen a gradual improvement in the time taken to answer 999 and 101 calls.

**3.5 Prioritise Proper Apprenticeships**

We have ensured that projects like the Town Hall refurbishment, Manchester Airport Terminal 2 transformation and The Factory provide new apprenticeship opportunities for Manchester residents, these include higher and degree level apprenticeships with good long-term career pathways. We monitoring quantity and quality of apprenticeship opportunities through local labour agreements and social value processes. Central to this is the Work & Skills Team employer

engagement function - developing relationships with employers to guide apprenticeship recruitment and retention.

We are also using the City Councils Apprenticeship Levy to open to all Manchester residents and particularly the city's priority groups like Our Children leaving care, NEET young people, and older adults positions within the council. We actively work with employers on the recruitment of apprentices in growth and key sectors including creative and digital, construction, financial and professional services and health and social care. The digital and construction sectors currently have acute skill shortages and many opportunities, with many companies actively looking to diversify their workforces.

### **3.6 Make sure our Young People have the skills and knowledge to thrive in our growing economy**

We have Enterprise Advisors from Industry working with all of our high schools and colleges to assess where each school is up to with the Gatsby benchmarks for career guidance and develop a business engagement strategy;

We are working with the Manchester College to ensure that Manchester residents can fully benefit from the introduction of Technical Levels (T-Levels) which will focus on our growth employment opportunities including Business and Administrative; Catering and Hospitality; Childcare and Education; Construction; Creative and Design; Digital; Engineering and Manufacturing; Hair and Beauty; Health and Science; Legal, Finance and Accounting; Protective Services; Sales, Marketing and Procurement; Social Care; Transport and Logistics.

There have been a number of "Have a go" events across the City which give young people the chance to explore and have a go at a wide range of activities that relate to career opportunities within the construction sector.

**Manchester City Council  
Report for Information**

**Report to:** Economy Scrutiny Committee – 9 January 2019

**Subject:** Delivering the Our Manchester Strategy

**Report of:** Executive Member for Housing and Regeneration

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**Summary**

This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester strategy for those areas within the portfolio of the Executive Member for Housing and Regeneration.

**Recommendations**

The Economy Scrutiny Committee is invited to note and comment on the report.

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## **1.0 Introduction**

- 1.1 The Our Manchester Strategy, formally adopted by the Council in January 2016, is a vision which plans to get us where we need to be in 2025.
- 1.2 Manchester is growing, going global and connecting communities to chances for a good life but we have also got some of the lowest wages, the nation's unhealthiest people, more rough sleepers, and too many litter grot spots. We have still got lots to do.

On the way to 2025, we have set some shorter-term goals for 2020:

- Fewer kids in care
- Fix roads, bus and cycle lanes
- Join up Health & Social care
- Better school results
- Cleaner Green places
- Better and affordable homes
- More recycling and less waste
- Work and skills for better pay

- 1.3 Executive Members are collectively and individually responsible for supporting the delivery of the Our Manchester Strategy and for providing political oversight and direction to officers achieve better outcomes for Manchester residents.

## **2.0 Executive Member for Housing & Regeneration**

- 2.1 As Executive Member my portfolio includes the Residential Growth Strategy, affordable housing, housing management, private rented sector, district and neighbourhood centre improvement and other physical regeneration programmes and community assets.

## **3.0 Building Together - Manchester Labour's Promise to Manchester**

- 3.1 In May 2018, the Executive adopted the commitments made in the Manchester Labour 2018 manifesto as priorities for the Executive.
- 3.2 Manchester Labour's Promise to Manchester contains 44 specific pledges to be delivered in whole or part over the next 12 months. However, it is not just a list of actions, it also sets out not just what we will do, but also how and perhaps most importantly why.
- 3.3 There are a number of the promises which are specific to my portfolio:

### **3.3.1 Health & Social Care**

- Begin construction of at least 200 homes for older people at social rents as part of our extra-care schemes.

### **3.3.2 Housing**

- Increase the number of homes being built of all types to meet the wide-range of need and demand in the city including 500 units of social and other secure, decent housing for rent at a level that can be fully met by housing benefit.
- Reject Tory/Lib Dem definition of affordability - 80% of market rent. We believe that no one should have to spend more than 30% of their household income on their housing costs, and for individuals and families on the lowest incomes even that is too much.
- Pilot landlord licensing across the city, with a view to rolling out the practice across Manchester and to use all the limited powers we do have to the full to tackle rogue landlords.

### **3.3.3 Our Demands of Devolution**

- Demand the council is given all necessary legal and financial powers to build council, social and affordable housing to address the housing crisis and fully meet the needs of our people.
- Campaign at every level for a city-wide Renter's Charter covering security of tenure, control over rent rises, and an abolition of unfair letting fees, as well as city-wide landlord licensing.

## **4.0 Progress on priorities over the last 6 months:**

### **4.1 Affordable Housing**

4.1.1 Working with Labour Councillors my first five months as Executive Member have been focused on bringing forward a revised approach to affordable housing in the city. Details of which were scrutinised by the December Economy Scrutiny meeting and endorsed by the December Executive. From genuine community led housing to our ambitious plans to deliver 3,000 council homes these proposals give us a strong base on which to deliver on our pledge to ensure everyone in Manchester can access a safe and secure home which they can afford.

### **4.2 500 units of social and other secure housing**

4.2.1 We have mapped out plans to deliver these homes by 2022 and have strengthened the commitment so that all 500 are social rent. Details were included in the December report to Economy Scrutiny on delivering Manchester's Affordable Housing Strategy.

### **4.3 Extra Care Housing**

4.3.1 Working with the Executive Member for Adult Services, Manchester currently has 7 completed schemes totalling 443 units. A further 7 schemes are now in the pipeline that will deliver 500 additional homes by 2022. A breakdown of the

schemes was contained within the December Economy Scrutiny report on delivering Manchester's Affordable Housing Strategy.

#### 4.4 Housing Enforcement

- 4.4.1 Selective Licensing, the extension to mandatory HMO licensing from 1st October 2018 (affecting up to 5,000 additional rented properties) and the creation of a proactive **Rogue Landlords** team to target small areas and portfolio landlords where property conditions are a concern means that the Housing Compliance and Enforcement Team has expanded as a result, increasing resource and enabling an increase in proactive property inspections.
- 4.4.2 The introduction of **Civil Penalty Notices** (CPNs) has also provided an additional enforcement tool and with fines of up to £30,000, these are likely to have an impact on the behaviour of those landlords who do not provide safe or well managed housing. Civil Penalties can be used as an alternative to prosecution for a number of breaches under the Housing Act.
- 4.4.3 Since April 2018 the team have issued 18 CPNs totalling £150,000. Once recovered, this money will be invested back into enforcement activity in the private rented sector. The team are aware of new powers in relation to Rent Repayment Orders and Banning Orders and will actively seek to utilise these powers in appropriate cases.
- 4.4.4 **Selective Licensing pilots** have been established in Crumpsall, Moss Side, Moston and Old Moat There has been a positive response from the majority of landlords in each area with 99% of identified landlords in Crumpsall applying for a licence. Enforcement action is being progressed against those who have not yet applied.
- 4.4.5 Having been established for around 18 months the Crumpsall scheme is currently the only one where we have meaningful data. A key highlight from this pilot is that a total of 1,700 applications received across all 4 areas have been accompanied by a gas safety certificate, and approximately 30% had been obtained at the time of application suggesting that licensing requirements have resulted in landlords complying. This, along with compliance inspections funded through the licence fee, is continuing to improve safety and standards in private rented properties.
- 4.4.6 We have also issued two civil penalties in the Crumpsall area totaling £13,000. One was in relation to a licensed premises which failed to comply with an Improvement notice and breach of a licence condition and the second for a property which was being operated without a licence.
- 4.4.7 A full review of the schemes will be carried out when they have been in place for a longer period, to understand their impact and whether there are other areas of the city that may benefit.

- 4.4.8 The Rogue Landlord team that has been focusing on flats above shops and portfolio landlords of concern. The team has undertaken days of actions and follow-up inspections in the Stockport Road/Slade Lane area of Longsight, Moston Lane district centre and Cheetham Hill Road district centre, as well as Gorton and Abbey Hey. Four portfolio rogue landlords have been identified that we are currently investigating and further referrals are being explored.
- 4.4.9 Finally, we have begun work to better link our Housing Enforcement activities with work carried out in our Homelessness Services (particularly around prevention of homelessness) and to support work carried out by teams such as Early Help. For vulnerable tenants, good internal communication by Council Officers is important. There are also plans to increase awareness around landlord harassment and illegal evictions, to ensure these cases are appropriately referred and investigated.

## **5.0 Demands of Devolution**

- 5.1 At Combined Authority level I sit on the GM Planning & Housing Commission where we have been developing a joint housing vision for Greater Manchester. This is due to be launched early in 2019. We have also been working with the GM Portfolio Lead for Housing, Homelessness and Infrastructure in lobbying Government for a devolved approach to Right to Buy including full retention of right to buy receipts.

## **6.0 District and Neighbourhood Centre Improvement**

- 6.1 Economy Scrutiny has been at the heart of pushing for a revised approach to District Centres. We need a nuanced approach which is responsive to local needs – one size doesn't fit all. Assistant Executive Member, Cllr Basat Sheikh has been working with the District Centre Sub-Group group to shape an approach across the city which reflects this. It is hoped that the Sub-Group will be in a position to come forward with their first set of recommendations in the new year.
- 6.2 I have also held a number of ward level meetings with Members to discuss concerns in Rusholme, Withington and Didsbury East. There are plans in place in the new year for the production of a local development plan for Withington.

## **7.0 Closer working with Ward Members**

- 7.1 Working with the Director of Housing & Residential Growth I have held a series of ward level meetings with Councillors to better understand local housing concerns and opportunities across the City. These will continue in the year ahead with the aim that these will become a regular feature of Strategic Development and ward member relations.

## **8.0 Our Manchester working**

8.1 As a new Executive Member I have held three sessions with staff in Housing & Residential Growth. Firstly, to introduce myself to staff but most importantly to give staff the opportunity to feed into our policy discussions, provide challenge and contribute directly to discussions on the budget.

8.1.2 I have also spent time shadowing staff in the enforcement team to better understand the role these staff play and the challenges they face. So far I have shadowed staff working on Selective Licensing, Rogue Landlords and HMO licensing. In the new year I have plans in place for a roundtable with staff in these teams to feed into policy discussions on the private rented sector to ensure their valuable frontline experience is utilised in policy development.

## **9.0 Priorities for the next six months:**

### **9.1 Northern Gateway SRF**

9.1.1 Over the summer an extensive consultation has taken place with residents, businesses and wider partners. I have held a number of meetings with ward Councillors and officers are currently going through the consultation responses. It is hoped that the revised SRF will come back to Economy Scrutiny early in the new year.

### **9.2 Council Housing**

9.2.1 I will be working with staff to get a first phase of Council housing off the ground and working with Registered Providers to identify a range of opportunities on Council land to deliver affordable housing.

### **9.3 Private Rented Sector**

9.3.1 High levels of Section 21 evictions, poor housing conditions, rising rent levels and HMO intensification are all creating big challenges for residents in the City. During the first few months of 2019 I will be focusing on drawing up a strategic approach to the private rented sector to address some of these challenges and better join up the work of the Council with our partners in the city.

9.3.2 The Tenants Fees Bill is due its third reading in the House of Lords in the first part of 2019 Parliamentary time permitting. If enacted this will bring significant benefits for renters in the city,

9.3.3 The team have put a bid in to the Ministry of Housing, Communities and Local Government for further Rogue Landlord funding to extend the work of the current Rogue Landlords team. This will continue to fund 3 officers working proactively across the city. We should find out if we were successful in this bid in January.



#### **9.4 Manchester Supported Housing Strategy**

- 9.4.1 Despite the delivery of around 500 units of extra care accommodation there remains additional demand for all types of supported housing, including looking at providing support for people with ongoing complex needs. Working with the Executive Member for Adult Services, health and social care colleagues, housing providers and GM partners, we will develop a supported housing strategy in the spring of 2019.

#### **9.5 Older People's Housing Needs**

- 9.5.1 Review progress on Living Longer, Living Better - Housing for an age-friendly Manchester Strategy 2014-2020.
- 9.5.2 There are over 400 older people registered on Manchester Move wanting to downsize. I will work with our Register Providers to put in place financial resources and support for older people who wish to downsize and understand better gaps in housing across the city that are preventing older people from being able to downsize within their local area.

#### **9.6 Manchester Local Plan**

- 9.6.1 I will be working with the Executive Member for Environment, Planning & Transport as she consults on the new Local Plan to ensure that our commitment that no Manchester resident should have to spend more than 30% of their gross household income on accommodation costs is embedded in planning policy as well as housing policy.

#### **9.7 Maximising Social Value**

- 9.7.1 Working with the Deputy Leader responsible for skills and employment I want to ensure we maximise the social value from expanded new Council house building, including training and employment opportunities for Manchester residents. This means ensuring that there is a clearly articulated ambition from the outset and that mechanisms are put in place to monitor delivery.

#### **9.8 Co-Housing Strategy**

- 9.8.1 In response to the national housing crisis there is growing grassroots interest from people in Manchester to solve their own housing needs and I have already been approach by a number of groups. We have committed to develop a strategy to unleash the potential for community-led housing of all tenures across the City by Summer 2019.

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# Manchester City Council

## Quarterly economy dashboard

**Quarter 2 2018-19**

This paper copy of the dashboard is produced on a quarterly basis. This version includes only those metrics which have been updated this quarter. This is intended to make the document easier to use by focussing on the latest information available. The dashboard is published, in a format that omits restricted data, on the Council's website.

Thematically it focuses on economic development, skills and jobs, the visitor economy and housing. Data on Manchester's economy is presented, where possible, with comparison to show the outturn in context. This is typically in relation to Greater Manchester, the regions of England or within national and international contexts.

An online version containing a larger suite of metrics irrespective of the last date they were refreshed is available to council users here:

<https://sites.google.com/manchester.gov.uk/economydashboard>

You'll need to sign in to your MCC google account. This will allow you to access data and to leave any comments or suggestions you may have via a survey portal on the home page.

## Contents this quarter

### [Economic development](#)

[Office for National Statistics Business Demography 2017](#)

[Business register and employment survey 2017](#)

[Gross value added 2017](#)

[Business Rates](#)

### [Skills and jobs](#)

[Apprenticeships 2017](#)

### [Housing](#)

[Housing market data](#)

[Rental market data](#)

[Volume of empty properties](#)

### [Visitor economy](#)

[Hotel stock](#)

[Manchester Airport data](#)

[Business travel to and from Manchester airport](#)

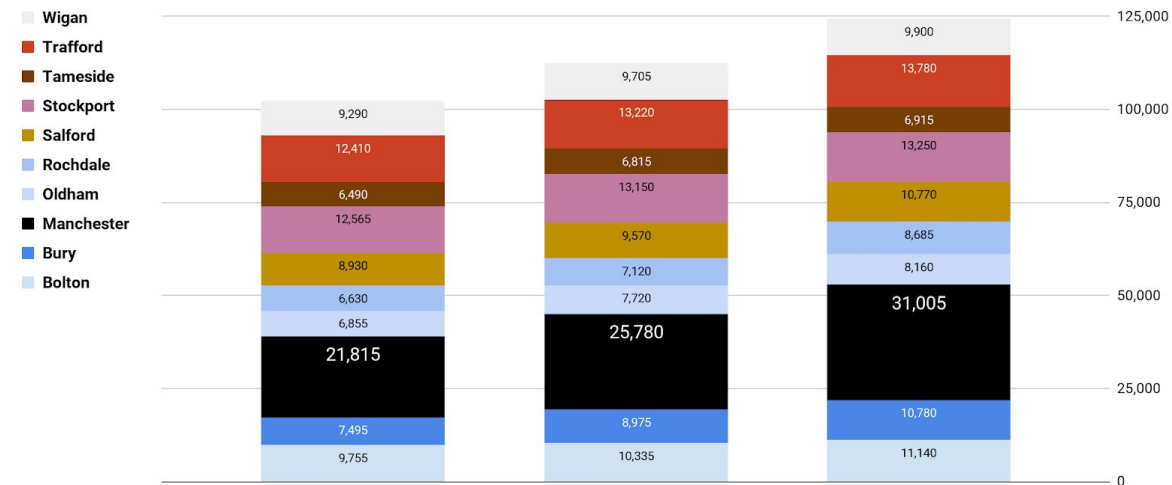
## Economic development

As a thriving and sustainable city, we will support the growth of established and emerging business sectors

### Office for National Statistics Business Demography 2017

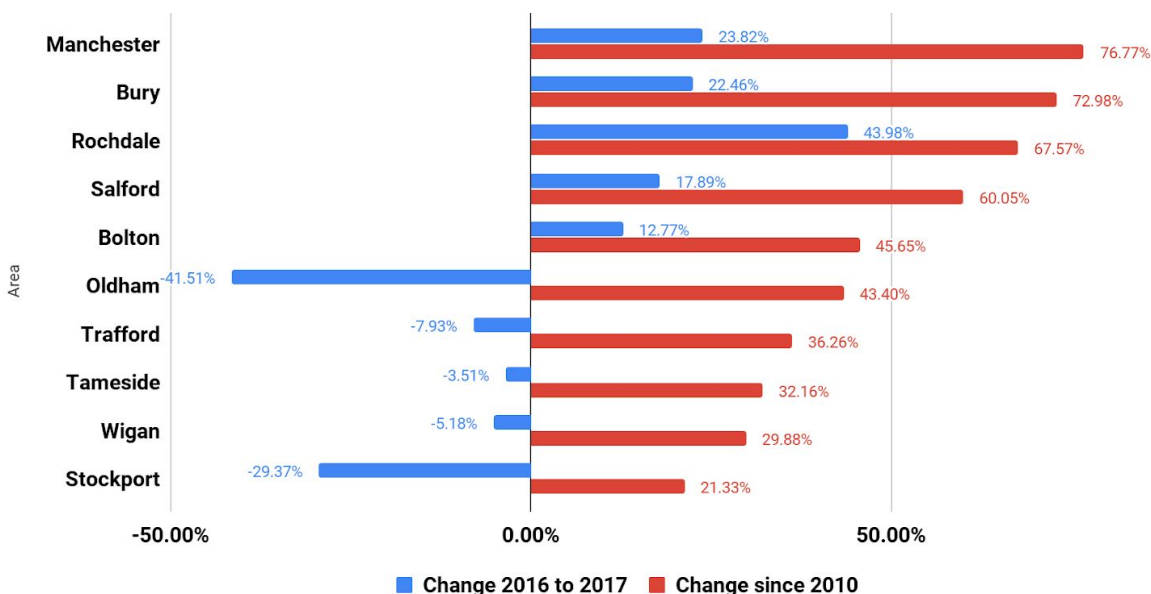
The ONS<sup>1</sup> have released the 2017 edition of their annual portrait of U.K. business which contains three data elements:

(i) **Active businesses** - businesses that had either turnover or employment during the reporting year



The large increase seen in 2017 has been attributed by the ONS to web-based retail companies using Manchester addresses to facilitate selling within the U.K. Work is ongoing to identify a more reliable metric of active businesses. Manchester remains the GM authority with the highest number of active businesses.

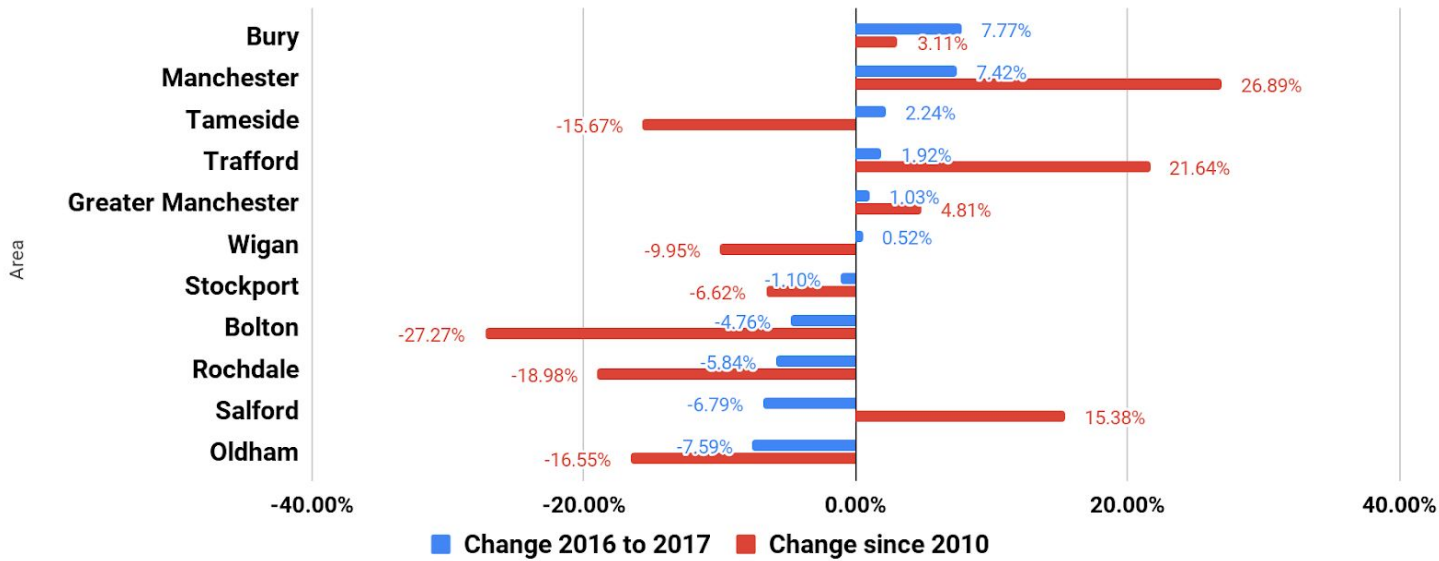
(ii) **Business births** - derived from new business registrations.



<sup>1</sup> All ONS data content in this report contains National Statistics data © Crown copyright and database right 2018

New business registrations have shown an increase across all Greater Manchester authorities from the level seen in 2010. Manchester has seen the highest increase - 76.77% when 2010 is contrasted against 2017. In terms of change since 2016 Rochdale has seen the highest percentage increase with Manchester showing the second highest (23.82%). A number of authorities (Oldham, Trafford, Tameside, Wigan and Stockport) have seen a decrease in the level of new businesses when 2017 is compared to 2016.

(iii) **Business deaths** - businesses that have ceased trading

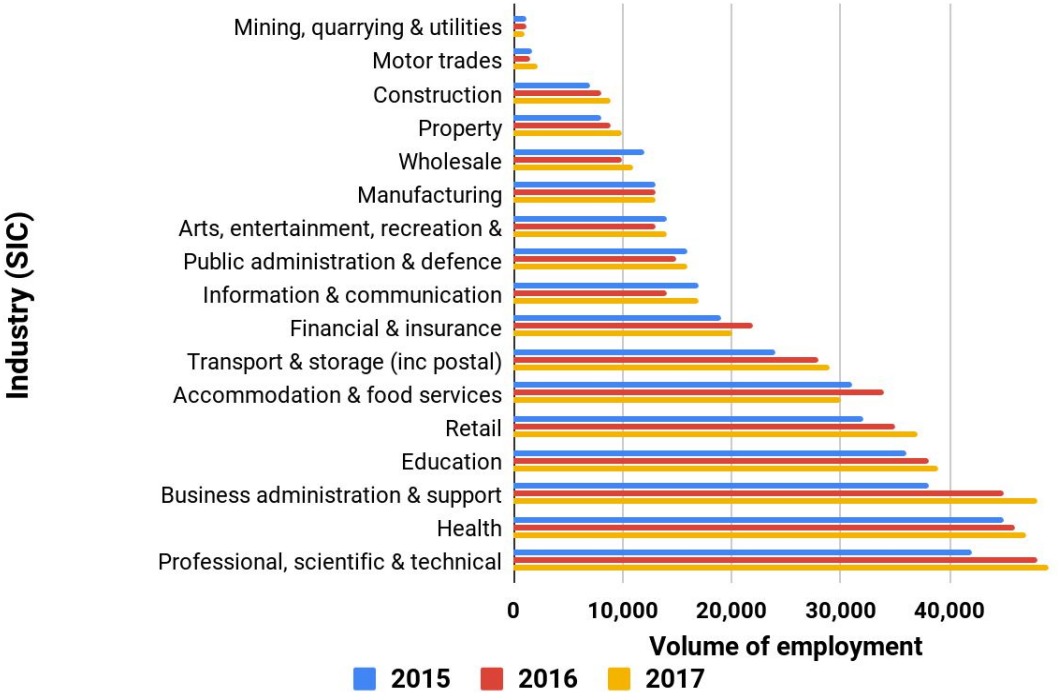


Manchester has the highest level of change in the volume of businesses that ceased trading of all the GM authorities - an increase of 7.42% on the level seen in 2016 and 26.89% on the level seen in 2010. The high levels of business deaths in Manchester is best viewed in relation to the high volume of business starts - essentially Manchester is attractive as a start-up location and this, in turn, reflects the uncertainties associated with setting up a new business.

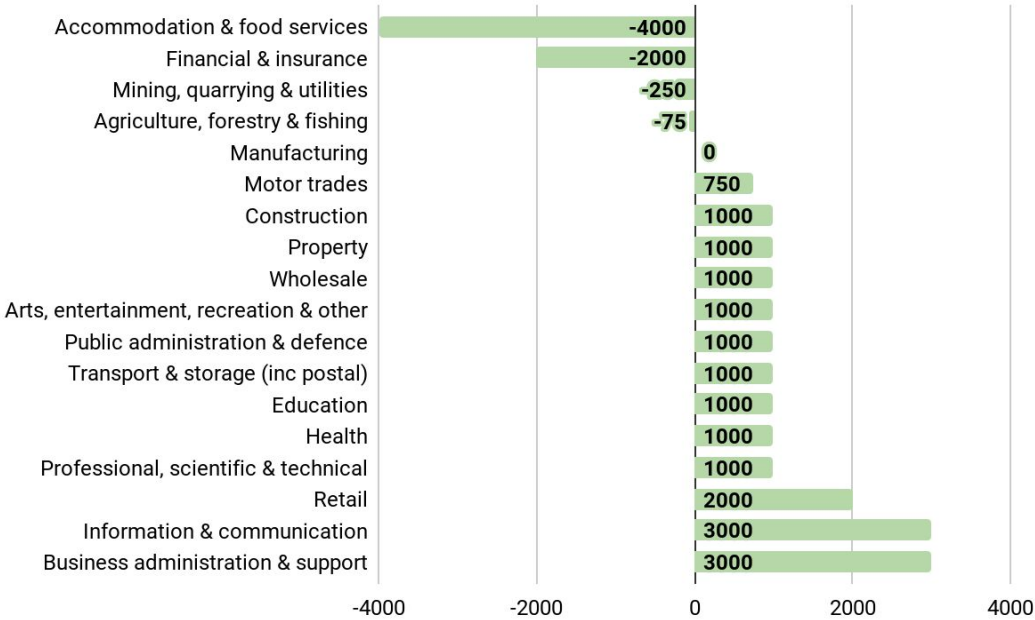
The next issue of the economy dashboard will repeat previous analysis of **business survivability** which provides further detail on this aspect. This is prepared from bespoke data prepared for Manchester City Council by the ONS so is not available at the time of preparation of this report.

# Business register and employment survey 2017

The Office for National Statistics released the 2017 update to their Business Register and Employment survey in September 2018. The release included provisional figures for 2017 and final figures for 2016. The chart below shows the total volume<sup>2</sup> of individuals in employment (this includes employees and the self-employed) by broad industrial area<sup>3</sup>.

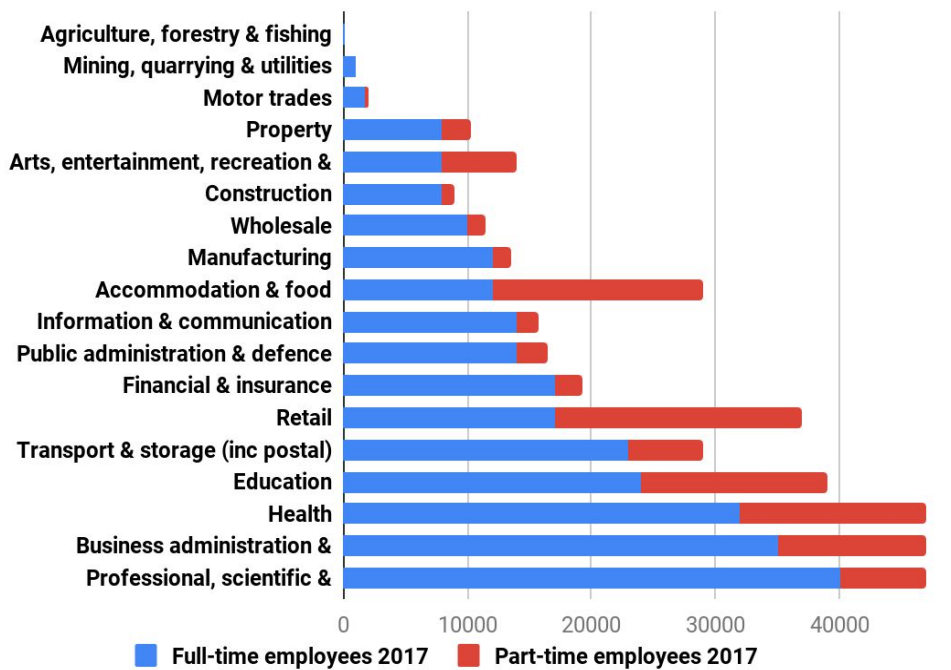


The majority of sectors saw an increase in the volume, one no change and four saw a decrease in the volume of individuals in employment.



<sup>2</sup> The total volume is derived from a survey and is subject to rounding at local authority level

<sup>3</sup> Derived from 2007 Standard Industrial Classification Page 63

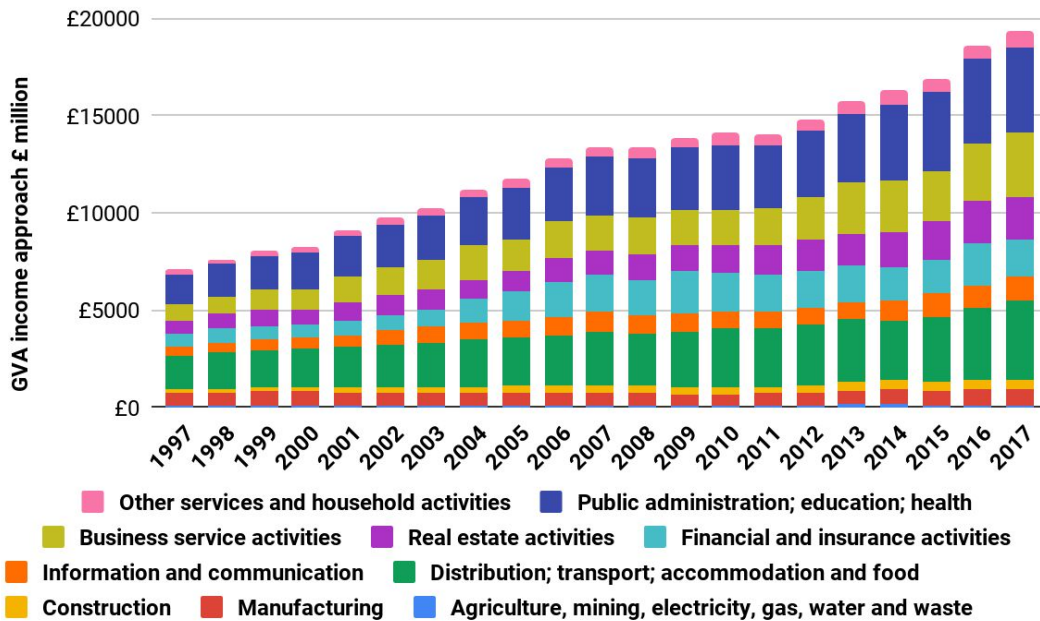


Data on full-time and part-time status is a subset of the count of employees and therefore excludes the self-employed, therefore the sums in the table above will not match those quoted for the charts showing employment. The industrial sectors with the highest level of part-time employees are accommodation and food (58.6% are part-time) and retail (54.1% are part-time). The sector with the lowest level of part-time employees is mining quarrying and utilities (7.0% are part-time) though this sector only employed around 1000 people in 2017. Of the larger employment sectors construction and manufacturing both have a low level of part-time employees (both 11.1%).

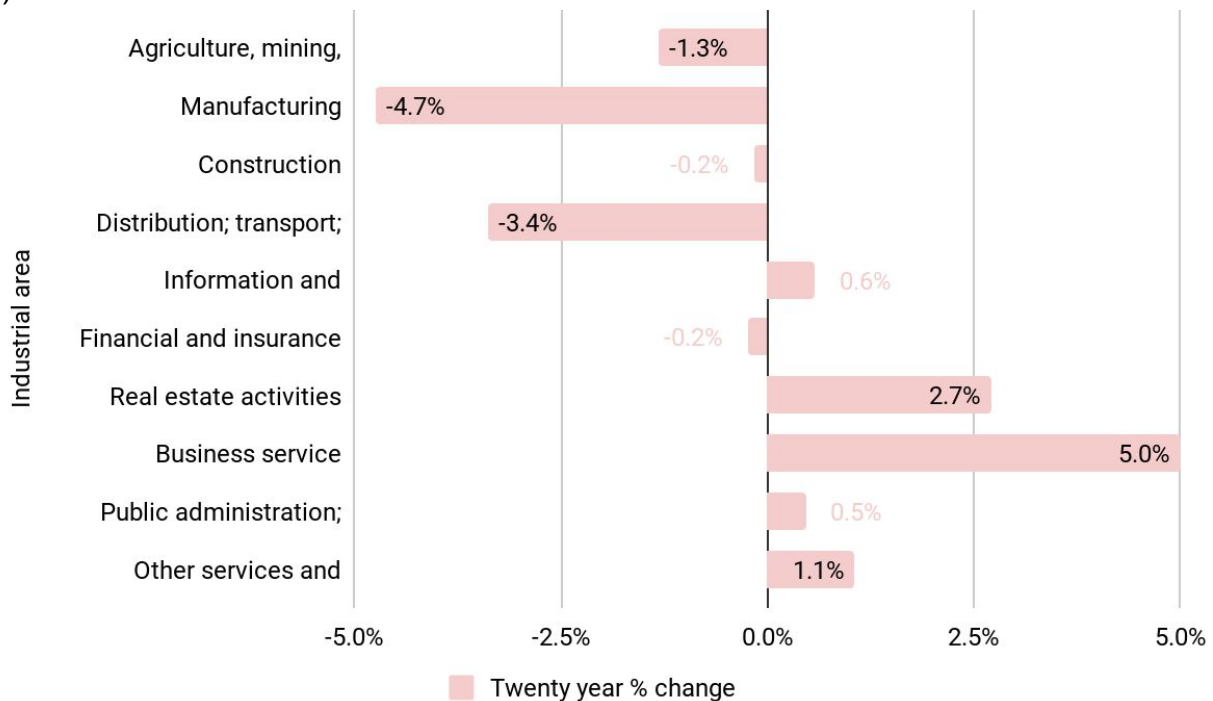


## Gross value added 2017

Gross value added (GVA) is defined as the measure of the value of goods and services produced in an area, industry or sector of an economy. The Office for National Statistics have published provisional 2017 figures, alongside revision to the preceding years. The chart below shows GVA for the city of Manchester broken down by broad industrial area<sup>4</sup>.



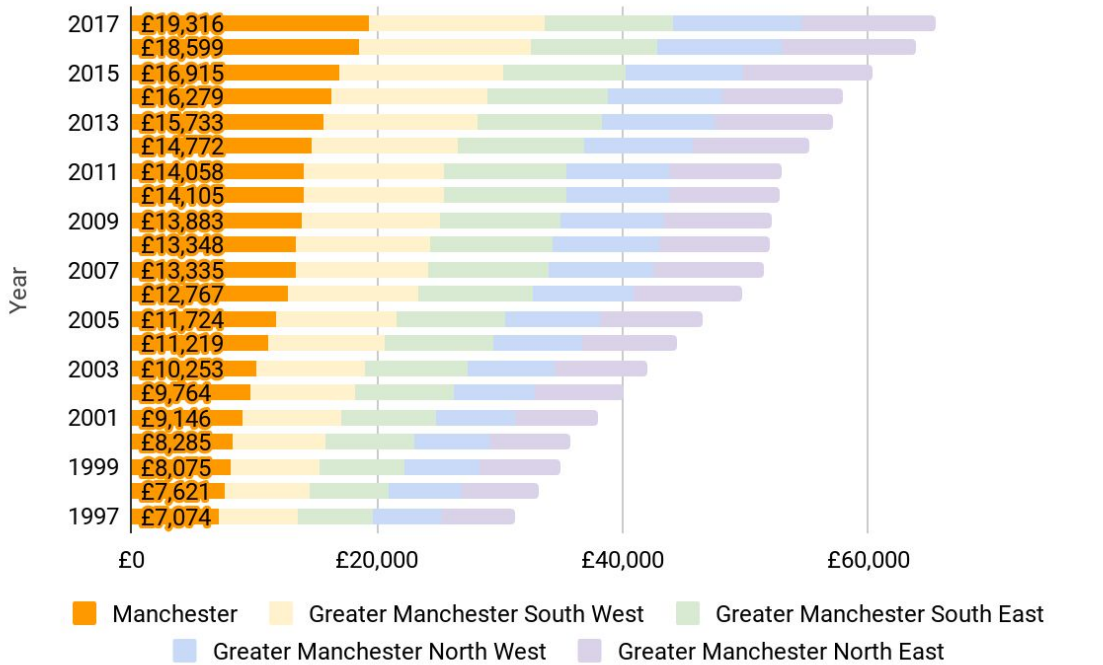
The largest contribution to the overall GVA for the city of Manchester in 2017 was from the public administration, education and health sector (22.9%), followed by the distribution, transport and food sector (21.0%). The smallest contribution came from agriculture, mining, utilities and waste (0.5%).



<sup>4</sup> Derived from 2007 Standard Industrial Classification Page 65

The chart above shows the respective percentage change in contribution to overall GVA for the city of Manchester in the previous twenty years. Manufacturing has seen the highest decrease in contribution (-4.7%) whilst business service activities have increased by 5.0%.

The chart below shows how Manchester, together with the other constituent Greater Manchester regions<sup>5</sup> contribute to the overall GVA for Greater Manchester.



The contribution of the city of Manchester to the GM total has risen from 22.6% in 1997 to 29.5% in 2017. This contribution has not risen year on year - the years 2011, 2008 and 2003 saw a decrease in the level of contribution from the preceding year.

<sup>5</sup> The ONS use Nomenclature of Territorial Units for Statistics (NUTS) regions in presenting GVA data

## Business Rates

Net annual charges payable at snapshot date / number of properties							
Business type	Oct/18	£ and % variation from a year ago			Number of properties		
			Value	%	Oct/18	One year ago	Two years ago
Office	£113.66 m	Higher	£0.84 m	0.74%	8,104	7,880	7,480
Retail	£82.58 m	Lower	-£2.16 m	-2.55%	5,103	5,082	5,054
Health & Public Services	£43.18 m	Higher	£0.78 m	1.83%	634	639	636
Industrial	£35.4 m	Higher	£0.28 m	0.79%	4,948	4,838	4,788
Services & Food	£21.25 m	Higher	£0.16 m	0.78%	1,367	1,324	1,233
Sports, Rec & Culture	£24.55 m	Lower	-£3.58 m	-12.72%	897	893	891
Hotels	£18.3 m	Higher	£1.70 m	10.23%	94	91	90
Car Park	£13.58 m	Lower	-£0.14 m	-1.02%	3,455	3,285	3,241
Education	£9.01 m	Higher	£0.38 m	4.37%	381	375	371
Advertising & Communication	£4.9 m	Higher	£0.62 m	14.43%	1,601	1,633	1,417
<b>Total</b>	<b>£366.41 m</b>	<b>Lower</b>	<b>-£1.13 m</b>	<b>-0.31%</b>	<b>26,584</b>	<b>26,040</b>	<b>25,201</b>

The category '*Sports, recreation & culture*' includes licensed premises and the decline in this sector accounts for the lower business rates income seen this quarter.

These figures represent the financial amount billed by Manchester City Council, not the financial amount of business rates collected. The data is taken as a snapshot as at the first day of the month after quarter end. The most recent business rates revaluation occurred on 1st April 2017.

The data shown in the table above shows the total net annual charges payable for all business rate accounts live as at a snapshot date. Net charge is the amount due after reliefs and discounts (for example, small business rate relief, charitable relief, empty property relief). The figures quoted above are not adjusted to reflect bad debts or appeals to avoid distortion to the profile of the business types with rates payable.

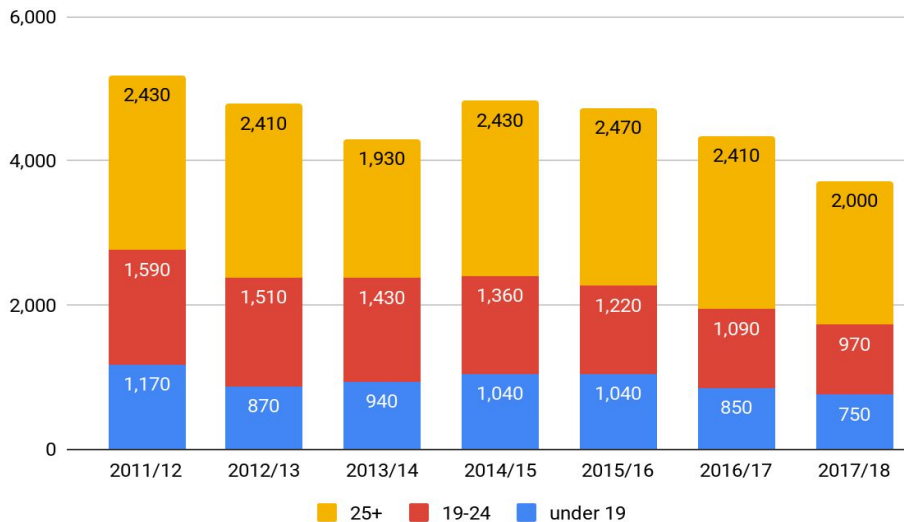
## Skills and jobs

**As a thriving and sustainable city we will: upskill the city's workforce to ensure that Mancunians can benefit from the new jobs created here, including more and higher level apprenticeships**

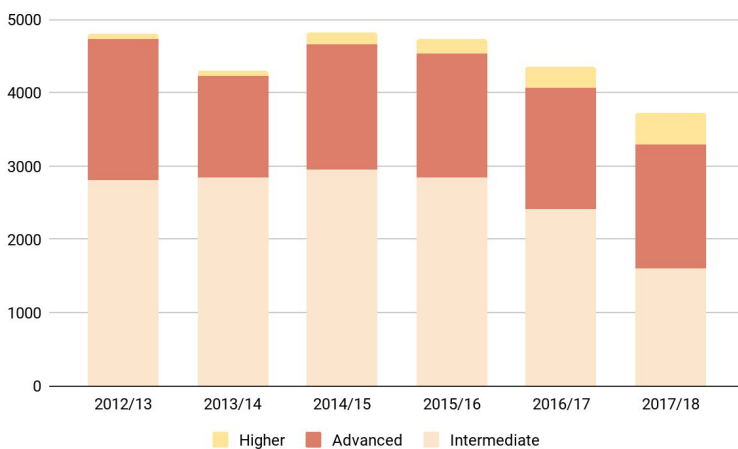
### Apprenticeships 2017

The Education and Skills Funding Agency have released the full year 2017/18 dataset covering apprenticeships. The following tables relate to apprentices who were resident within the city of Manchester before commencing their course.

**Apprenticeship starts:** the chart below provides detail of the number of apprenticeship starts by age band of the apprentice for the academic years 2011/12 to 2017/18.

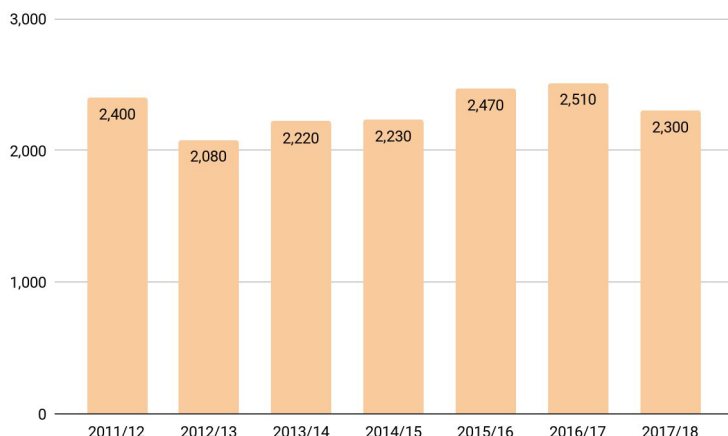


The volume of apprenticeship starts has fallen across the following comparator geographies: Manchester, Greater Manchester, the North West and in England. The volume of total apprenticeship starts seen in Manchester has declined by 28% since 2011/12. 2017/18 saw a 14.5% decrease in starts when compared to 2016/17.



The chart to the left shows the distribution of apprenticeship levels over the period 2011/12. Despite the trend to lower levels of starts, the number of higher level apprenticeships is growing.

**Apprenticeship achievements:**



Given the lag between starting an apprenticeship and successfully finishing one the count of apprenticeship achievements in the chart to the left remains relatively stable. There is no standard length for an apprenticeship as the duration is based on the course level and whether the apprenticeship is undertaken on a full or part time basis. Typically though apprenticeships can last for between one and four years, which suggests the recent decrease in starts will start to impact in the apprenticeships data between 2018/19 and 2020/21.

**Housing**  
As a liveable and low carbon city: we will provide a diverse supply of good quality housing in clean, safe, more attractive and cohesive neighbourhoods across the city.

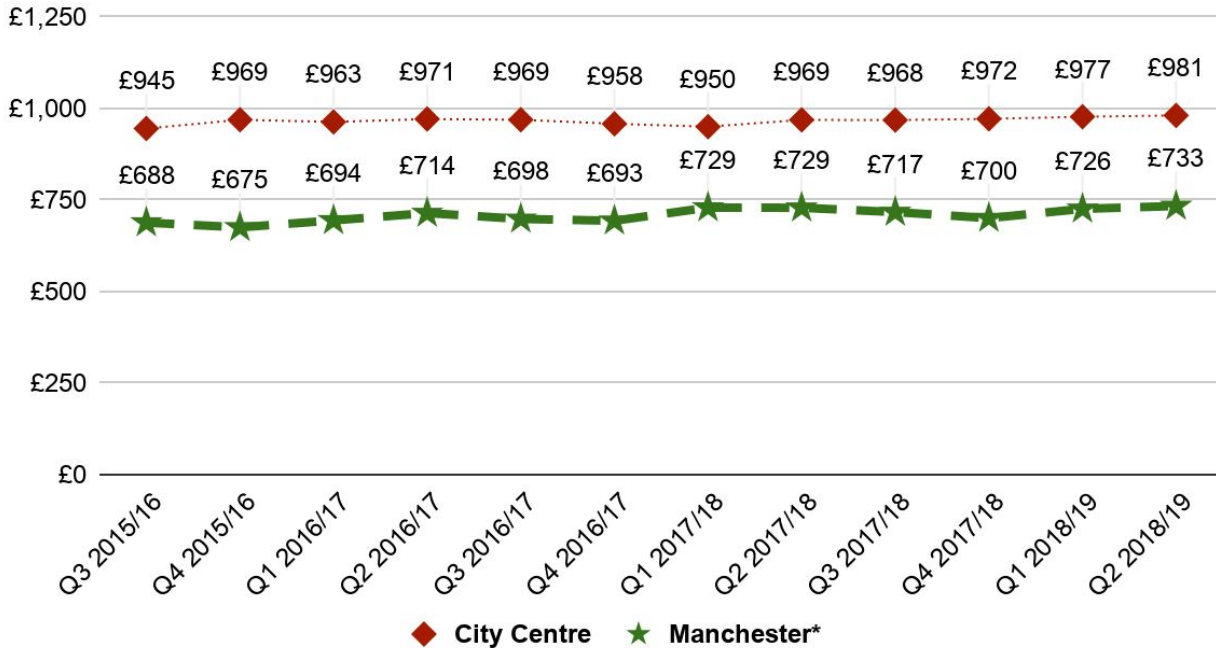
**Housing market data**

Property prices and sales during the quarter (derived from Land Registry data)						
		2018/19 Qtr1	Variation from last quarter		Variation from a year ago	
			Number	%	Number	%
Number of properties registered as sold	Manchester city centre	496	-140	-22.0%	-151	-23.3%
	Manchester excluding city centre	1,362	-109	-7.4%	-120	-8.1%
Mean Price	Manchester city centre	£211,755	£5,539	2.7%	£9,758	4.8%
	Manchester excluding city centre	£182,204	£94	-0.1%	£5,045	2.8%

\*Data availability dictates that sales data is reported one quarter in arrears.

## Rental market data

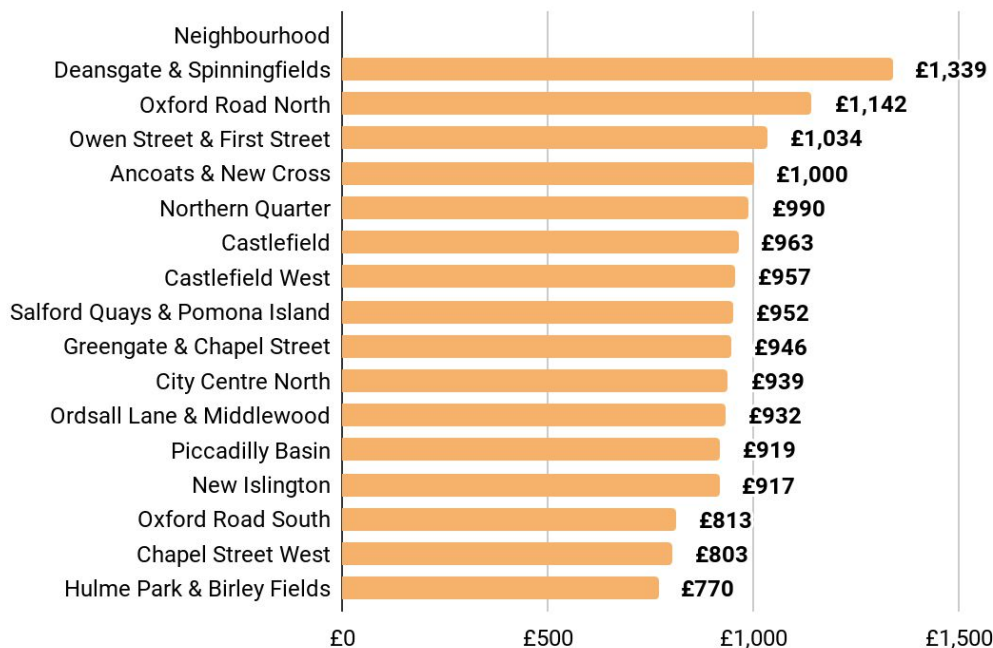
### Average rental prices for 2 bedroom properties - quarterly time series



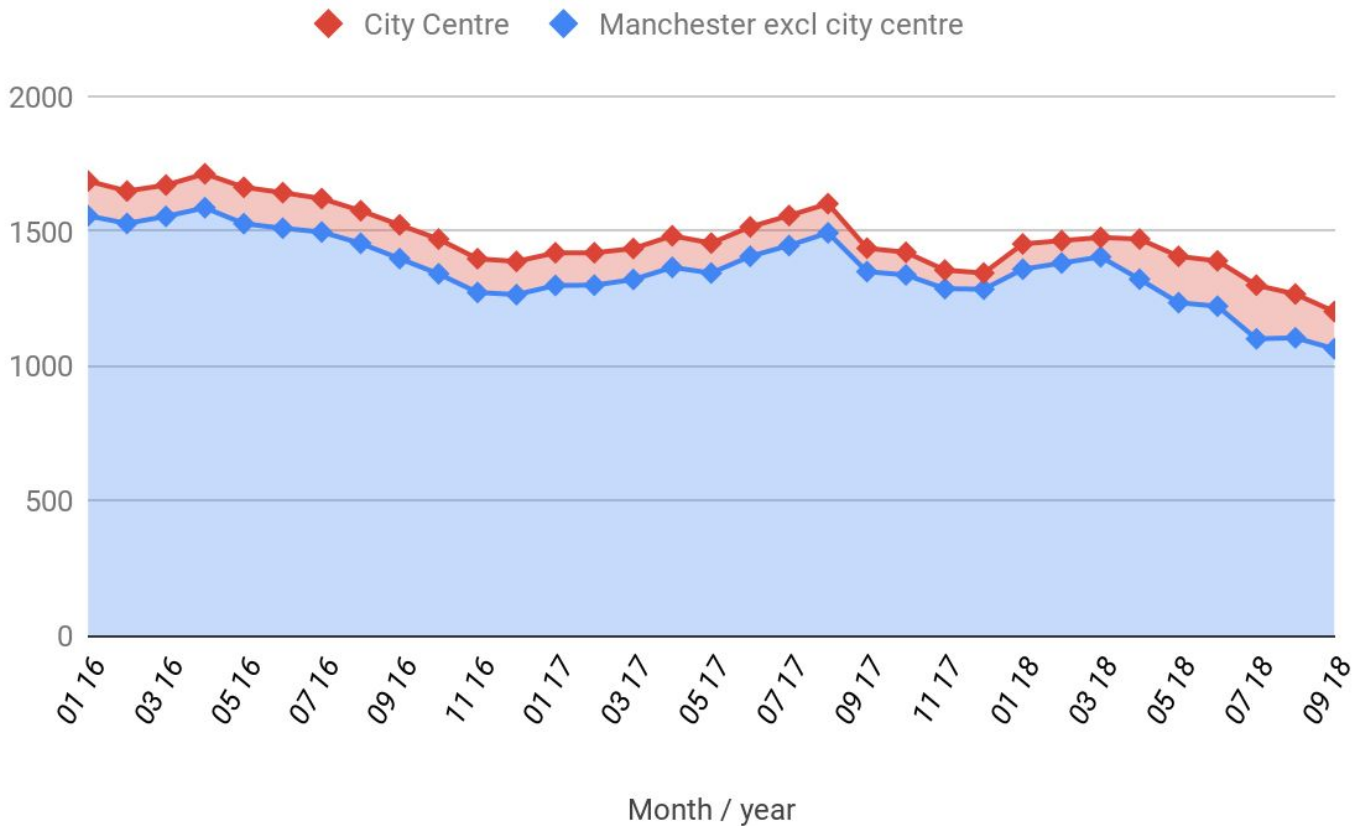
Rental price data is retrospectively amended to incorporate the latest available intelligence. Previous quarters may not match figures in preceding dashboards.

\*Manchester refers to the City of Manchester not Greater Manchester

There is variation amongst rental prices for two bedroom properties in the city centre. The chart below shows the range of average rental prices as at quarter 2 2018/19 for city centre neighbourhoods:



## Volume of empty properties<sup>6</sup>



## Visitor economy

As a liveable and low carbon city: we will invest in cultural and sports facilities for the benefit of the city's residents and to improve the city's international attractiveness

## Hotel stock

*Note: data availability means that the latest data available relates to a snapshot as at the start of September 2018, the annual comparison is against a snapshot as at 30th September 2017*

Hotel accommodation stock					
Number of rooms in Manchester city centre (snapshot at month end)		Quarterly change		Annual change	
	Sep/18	Number	%	Number	%
4 & 5 star hotels	4463	328	7.91%	327	7.96%
3 star and below hotels	4347	0	0.18%	8	10.81%
Self-catering and serviced apartments	1070	0	18.76%	169	27.84%
<b>Total rooms</b>	<b>9880</b>	<b>328</b>	<b>5.38%</b>	<b>504</b>	<b>11.09%</b>

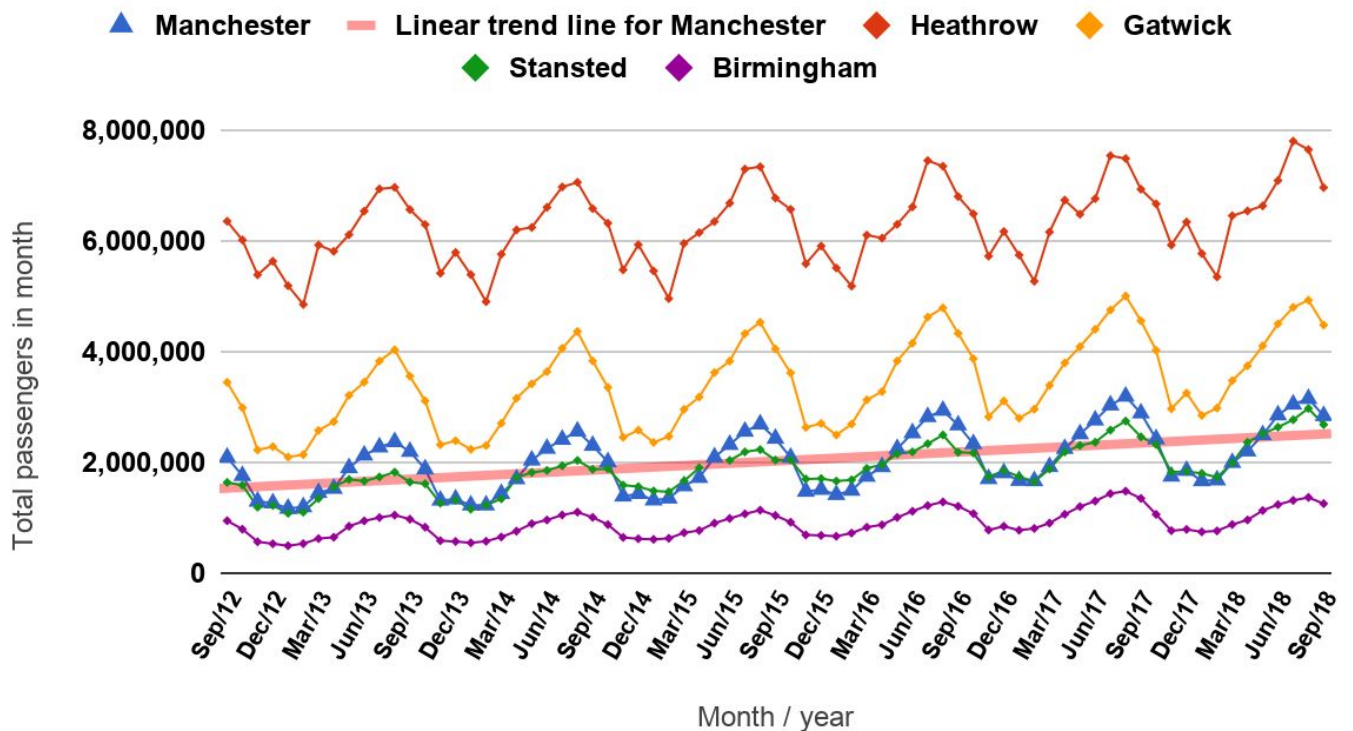
<sup>6</sup> Manchester data shows properties excluding those in the city centre

## Visitor economy

As a Connected City we will capitalise on the increased capacity at the airport and the connectivity and logistics benefits of Airport City to boost the economy

### Manchester Airport data

Major UK airports - passenger numbers by month, rolling five years time series



	<i>Passenger numbers during month of:</i>	<i>Annual change</i>		<i>Biennial change</i>	
	Sep/18	<i>Actual</i>	%	<i>Actual</i>	%
<b>Manchester</b>	2,840,678	-47,291	-1.64%	168,343	6.30%
<b>Heathrow</b>	6,959,068	28,865	0.42%	161,298	2.37%
<b>Gatwick</b>	4,479,151	-76,082	-1.67%	151,357	3.50%
<b>Stansted</b>	2,682,249	221,195	8.99%	497,823	22.79%
<b>Birmingham</b>	1,255,406	-95,225	-7.05%	46,825	3.87%

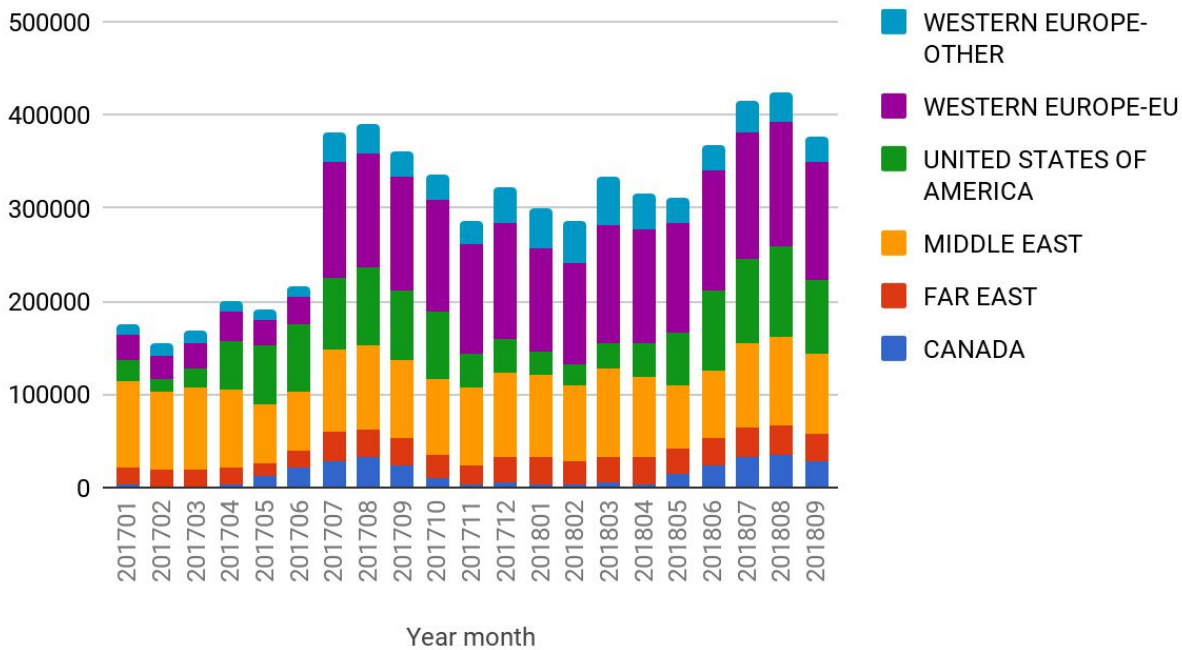


## Business travel to and from Manchester airport

This section of the dashboard tracks the expansion of flights from Manchester to the major financial centres of the world. The ranking utilised for financial centres is taken from the [Global Financial Centres index](#) which measures the competitiveness of centres using a variety of indices. The ranking quoted below is from index 24 which was published in September 2018. London has ceded position one in the index to New York. The other changes relate to changes in ranking within the top twenty other than Montreal who have slipped to position 24. Guangzhou in China has entered the top twenty at nineteenth position.

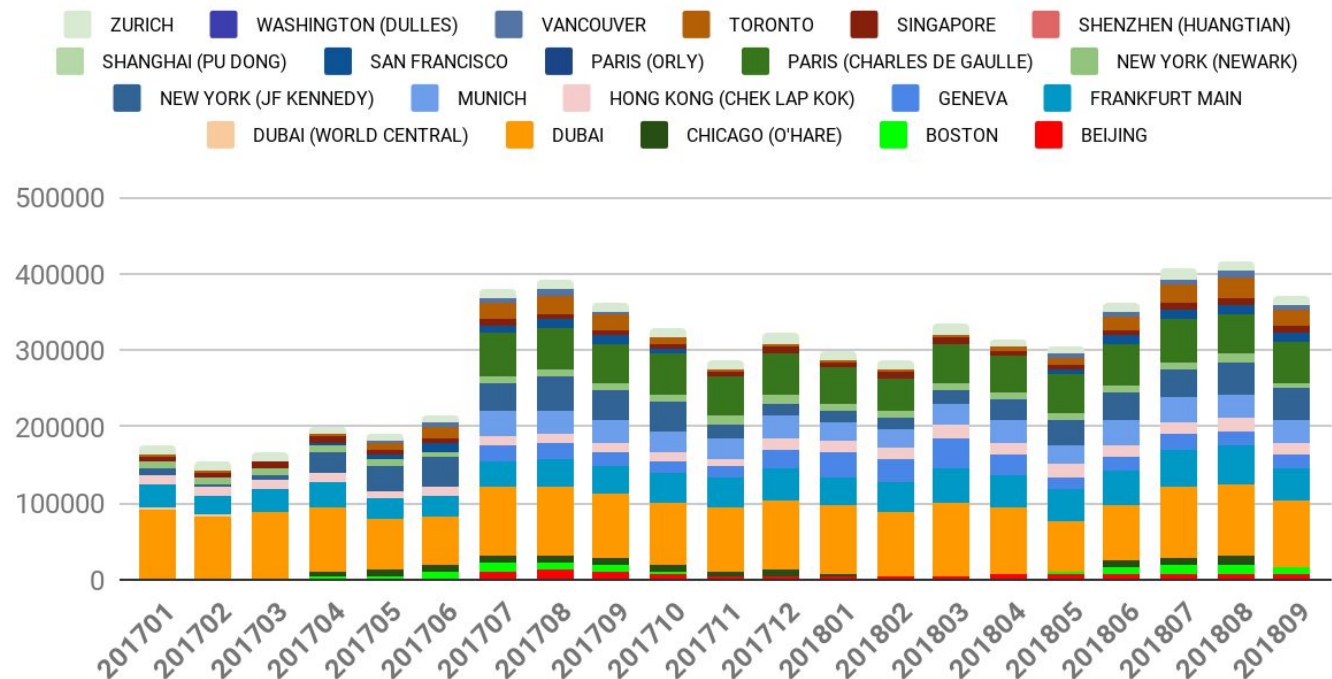
Data availability means that at present we cannot differentiate between passengers who fly to the airports included as their final destination and those who transit on to other final destinations.

Monthly total of passengers flying from Manchester to financial centres by region



The chart below shows the month on month total number of passengers on flights to and from Manchester for the **current** top twenty financial centres from 2017 to March 2018.

Monthly total of flights from Manchester to financial centres by airport



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**Manchester City Council  
Report for Information**

**Report to:** Economy Scrutiny Committee – 9 January 2019

**Subject:** Overview Report

**Report of:** Governance and Scrutiny Support Unit

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**Summary**

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Work Programme
- Items for Information

**Recommendation**

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

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**Wards Affected:** All

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**Contact Officers:**

Name: Mike Williamson  
Position: Team Leader- Scrutiny Support  
Telephone: 0161 234 3071  
Email: m.williamson@manchester.gov.uk

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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.

None

## 1. Monitoring Previous Recommendations

This section of the report contains recommendations made by the Committee and responses to them indicating whether the recommendation will be implemented, and if it will be, how this will be done.

Items highlighted in grey have been actioned and will be removed from future reports.

Date	Item	Recommendation	Response	Contact Officer
5 Sept 2018	ESC/18/39 Working Well and Work & Health update	To requests that officers share details of the challenges that had been identified within the south Manchester area.	This information will be circulated to Members when available	Matt Ainsworth (Growth Company)
10 Oct 2018	ESC/18/45 Gap analysis of the City's Bus network service	To request information including a summary of data that has been used to date to underpin current findings, including information on frequencies of services and services that have been removed or reduced in the last three years.	This information will be circulated to Members when available	Richard Elliott

## 2. Key Decisions

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

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

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or

- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

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

An extract of the most recent Register of Key Decisions, published on **20 December 2018**, containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

### Directorate - Corporate Core

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Strategic Land and Building Acquisition Ref: 15/003	The approval of capital expenditure for the purpose of the strategic acquisition of land.	City Treasurer	March 2018 or later	Checkpoint 4 Business Case	Eddie Smith 0161 234 4821 e.smith@manchester.gov.uk
Collyhurst Regeneration Ref: 15/005	The approval of capital expenditure for land and buildings in Collyhurst.	City Treasurer	March 2018 or later	Checkpoint 4 Business Case	Eddie Smith 0161 234 4821 e.smith@manchester.gov.uk
Depots Programme Ref: 15/007	The approval of capital expenditure on the council's depots.	City Treasurer	March 2018 or later	Checkpoint 4 Business Case	Julie McMurray Tel: 0161 234 6702 j.mcmurray@manchester.gov.uk

Factory Project Ref: 15/012	The approval of capital expenditure in relation to the creation of the Factory.	City Treasurer	March 2018 or later	Checkpoint 4 Business Case	Dave Carty 0161 219 6501 d.carty@manchester.gov.uk
Article 4 directions for office, light industry and logistics Ref:2017/06/30A	To give notice of introduction of Article 4 directions for office, light industry and logistics in one year's time. To begin a year-long notice period for the introduction of Article 4 directions to manage the change of use from office, light industry and logistics to residential.	Head of Planning, Building Control and Licensing	March 2018 or later	Report to Head of Planning, Building Control and Licensing; supporting evidence report	James Shuttleworth Planning and Infrastructure Manager 0161 234 4594 j.shuttleworth@manchester.gov.uk
Estates Transformation Ref:2017/06/30D	The approval of capital spend to ensure that the operational estate is fit for purpose.	City Treasurer	March 2018 or later	Checkpoint 4 Business Case	Julie McMurray Strategic Development 0161 219 6791 / 07950 790533 j.mcmurray@manchester.gov.uk

Lincoln Square/Brazennose St Ref: 2017/12/04A	To approve the signing of a collaboration agreement among landowners, as a precursor to the Council investing £1.2m of a total of £4.08m in a new public square and public realm.	City Treasurer	March 2018	Draft collaboration agreement  Draft public realm development plans  High level cost schedule	Pat Bartoli Head of City Centre Growth and Regeneration 0161 234 3329 p.bartoli@manchester.gov.uk
Brownfield Land Register Update Ref: 2017/10/17A	To publish Manchester's Brownfield Land Register	Strategic Director, Development and the Deputy Chief Executive (Growth and Neighbourhoods)	March 2018 or later	Report and recommendations	Richard Elliott Head of Policy, Partnerships and Research 0161 219 6494 r.elliott@manchester.gov.uk
Acquisition of New Build Properties at Booth Hall, Charlestown Ref: 2017/11/01B	The acquisition of up to 20 new build housing units from Taylor Wimpey	Strategic Director (Development)	March 2018 or later	Report and recommendation	Nick Mason Development Surveyor 0161 234 1309 n.mason@manchester.gov.uk

Local Plan Review – Issues and Options Consultation  Ref: 2018/01/16A	To agree document and proposals to consult on the Local Plan Review - Issues and Options.	Executive	March 2018 or later	Report with consultation document appended	Name: Richard Elliott Position: Head of Policy, Partnerships and Research Tel no: 0161 219 6494 Email address: r.elliott@manchester.gov.uk
Manchester Airport – MCC Freehold Leases rent Review 2016  Ref: 2018/03/21A	To approve the new rent to be received following the conclusion of the 2016 rent review	Eddie Smith	April 2018	Briefing Note	Name: Mike Robertson Position: Senior Development Surveyor Tel no: 31260 Email address: m.robertson@manchester.gov.uk
North West Construction Hub High Value Framework (2018-2022) Reprocurement  Ref: 2018/05/1A	Approval to appoint contractors to the North West Construction Hub High Value Framework 2018, for the delivery of construction projects of a value between £8m – over £35m for public sector organisations within the North West of England.	City Treasurer	November 2018	Confidential High Value Report 2018 (will be attached at Key Decision stage once outcome of process is known)	Name: Jared Allen Position: Director of Capital Programmes and Property Tel no: 0161 219 6213 Email address: j.allen@manchester.gov.uk  Name: John Finlay Position: Capital Programme Procurement Manager Email: j.finlay@manchester.gov.uk 0161 219 6213



<p>Northern Gateway Draft SRF</p> <p>Ref: 2018/05/1E</p>	<p>To endorse the draft Strategic Regeneration Framework (SRF) for the Northern Gateway and proceed to a period of formal public consultation.</p>	<p>The Executive</p>	<p>25 July 2018 or later</p>	<p>Executive Report and Draft SRF</p>	<p>Name: Ian Slater Position: Head of Residential Growth Tel no: 0161 234 4582 Email address: i.slater@manchester.gov.uk</p>
<p>Civic Quarter Heat Network Contract</p> <p>2018/06/22A</p>	<p>To award and enter into the necessary arrangements to deliver the Civic Quarter Heat Network (CQHN) including all corporate, commercial, contractual, delivery and operational arrangements together with all necessary property arrangements and all ancillary agreements. Approval of the business plan, business case and any funding arrangements</p>	<p>City Treasurer and Strategic Director (Development) and the City Solicitor</p>	<p>July 2018</p>	<p>Legal documentation and arrangements to effect the delivery of the CQHN together with Executive reports – Item 8, 21<sup>st</sup> March 2018 and Item 4 - 10<sup>th</sup> January 2018, business case, business plan, and Contract Report setting out the terms of the arrangements.</p>	<p>Name: Paul Hindle Position: Head of Finance Tel no: 0161 234 3025 Email address:p.hindle@manchester.gov.uk</p>

<p>Affordable Housing units at Booth Hall, Charlestown</p> <p>2018/06/22B</p>	<p>The disposal of 20 housing units for shared ownership</p>	<p>Chief Executive</p>	<p>July 2018</p>	<p>Report to Executive on 27 June 2018 and decision proposal to the Chief Executive.</p>	<p>Nick Mason Tel 0161234-1309 n.mason@manchester.gov.uk</p> <p>Steve Sheen Tel 0161234-4115 s.sheen@manchester.gov.uk</p>
<p>Acquisition of lease for occupation for the decant of Alexandra House</p> <p>2018/08/06A</p>	<p>The Council would acquire a lease of occupation for up to 3 years. This would facilitate the decant of Alexandra House to enable it to be refurbished.</p>	<p>Strategic Director (Development)</p>	<p>September 2018</p>	<p>Heads of Terms</p>	<p>Name: Richard Munns Position: Head of Corporate Estate Tel no: 0161 245 7226 Email address: r.munns@manchester.gov.uk</p>

<p>HQ2 - MHCC and MLCO collocated headquarters.</p> <p>2018/08/10B</p>	<p>MCC to take a lease on behalf of MHCC and MLCO, with back to back agreements in place with them, to mitigate the financial risk to MCC.</p>	<p>Eddie Smith</p>	<p>Sept 2018</p>	<p>Joint business case to support the decision making re the investment.</p> <p>Lease between the landlord and MCC</p> <p>The 'back to back' agreement with MHCC and MLCO in respect of the leased accommodation and financial commitment.</p>	<p>Name: Vibeke Dawes  Position: Programme Manager  Tel no: 0161 245 7512  Email address: v.dawes@manchester.gov.uk</p>
<p>Framework Agreement for the Provision of Office Furniture</p> <p>2018/09/07/C</p>	<p>To seek approval to award a framework of up to 5 suppliers for the provision of office furniture</p>	<p>Strategic Director (Development) and the City Treasurer</p>	<p>October 2018</p>	<p>Report and Recommendation</p>	<p>Samantha Wilson  Senior Procurement Officer  samantha.wilson@manchester.gov.uk  0161 234 4368</p>

Disposal of land by way of agreement for lease and lease at Crown Street, Manchester.  2018/09/24C	To enter into a conditional agreement for lease and lease of existing long leaseholds to permit the redevelopment of the site and secure social infrastructure obligations in accordance with planning approval.	Strategic Director, Strategic Development	October 2018	Report to Executive.  Delegated Approval report and Heads of Terms for transaction.	David Lord Development Manager Tel: 0161 234 1339 Email: d.lord@manchester.gov.uk
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#### Directorate - Growth and Neighbourhoods

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Disposal of Land at Little Peter Street  Ref: 2017/04/03/A	Disposal of existing car park on a long leasehold basis for development purposes.	Chief Executive	March 2018 or later	Heads of Terms for the transaction	Laura Green 0161 234 1258 l.green3@manchester.gov.uk
Ben Street Project – Land at Ilk & Alpine Street, Clayton  Ref: 2018/02/07B	Disposal of Land for residential development	Strategic Director (Development)	April 2017	Note detailing the proposed disposal	Louise Hargan

## Directorate - Strategic Development

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
One Central Park Ref: 2017/07/18A	Capital expenditure approval for the cost of works to improve the facility and develop the City Council's Digital Asset Base.	City Treasurer	March 2018 or later	Reports to the Executive and Full Council dated 28 June 2017 (The Development of the City Council's Digital Asset Base)	Eddie Smith 0161 234 4821 e.smith@manchester.gov.uk
Heron House Refurbishment – Letting of the contract Ref: 2017/08/01A	To approve the letting of the contract for the refurbishment of Heron House.	City Treasurer	March 2018 or later	Briefing note	Gill Boyle 0161 234 1069 g.boyle@manchester.gov.uk
Lease of Space at Universal Square, Devonshire Street North, Manchester, M12 6JH Ref: 2017/10/24A	MCC to take a 5 year lease with a 5 year lease renewal option at Universal Square and 1 year rent free period. The rent is £102,250 per annum with a service charge of £4.50 per sq ft.	Strategic Director (Development)	March 2018 or later	The terms are of a commercial nature given third party interest and should remain confidential. The Strategic Director/ Head of Estates have visibility on the proposal.	Marcus Shaw Estates Surveyor 0161 234 3104 m.shaw1@manchester.gov.uk

Leasehold Land Disposal – 401 Mauldeth Road West  Ref: 2018/02/19B	To agree the disposal of land by way of 125 year lease.	Chief Executive	April 2018	Briefing Note and Heads of Terms	Richard Cohen Senior Development Surveyor 0161 234 3019 r.cohen@manchester.gov.uk
Toxteth Street – phase 2 (final phase)  2018/02/23C	Development of phase 2 area by Lovell	Chief Executive	March 2018	Briefing Note	Gill Boyle, Development Manager ext 31069 g.boyle@manchester.gov.uk
Marginal Viability - Housing Infrastructure Fund, New Victoria site.  Ref: 2018/03/1B	To release grant funding of £10.074m secured from the Government's Housing Infrastructure Marginal Viability Fund to enable delivery of a key strategic residential and commercial development scheme at New Victoria, developing 520 new homes in total.	Strategic Director of Development	April 2018	Checkpoint 4 Business Case	Martin Oldfield Director of Strategic Housing and Residential Growth 0161 234 4811 m.oldfield@manchester.gov.uk

<p>To bring forward two new housing affordability products.</p> <p>Ref:2018/02/14A</p>	<p>Approve the two schemes as set out in the report to the Executive 7 March 2018: Rent to Purchase Empty houses to First Time Buyer Homes</p>	<p>Director of Housing and Residential Growth in consultation with the Deputy Leader of the Council with responsibility for Housing</p>	<p>April 2018 or later</p>	<p>Agreements for each of the products</p>	<p>Martin Oldfield Director of Housing 0161 234 4811 m.oldfield@manchester.gov.uk</p> <p>Steve Sheen Housing Strategy and Partnerships Manager 0161 234 4115 s.sheen@manchester.gov.uk</p>
<p>Northern Gateway Draft SRF</p> <p>2018/05/25B</p>	<p>To endorse the draft Strategic Regeneration Framework (SRF) for the Northern Gateway and proceed to a period of formal public consultation.</p>	<p>The Executive</p>	<p>27 June 2018</p>	<p>Executive Report and Draft SRF</p>	<p>Name: Ian Slater Position: Head of Residential Growth Tel no: 0161 234 4582 Email address: i.slater@manchester.gov.uk</p>

National Taekwondo Centre 2018/10/19A	Enter into a 39 year lease with Sport Taekwondo UK Ltd for areas within the building.	Strategic Director Development	November 2018		Name: Richard Cohen Position: Senior Development Surveyor Tel no: 234 3019 Email address: r.cohen@manchester.gov.uk
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### 3. Economy Scrutiny Committee Work Programme – December 2018

<b>Wednesday 9 January 2019, 2.00pm</b> <b>** DUE TO CHRISTMAS BREAK PLEASE CAN AS MANY REPORTS AS POSSIBLE BE SUBMITTED BY FRIDAY 21 DECEMBER **</b> <b>(Actual report deadline Friday 28 December 2018)</b>				
<b>Theme – Housing and Strategic Regeneration</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Strategic Director/ Lead Officer</b>	<b>Comments</b>
Residential Growth update and Action Plan	<p>To consider the Executive report on the Council’s residential growth update and action plan.</p> <p>This report will include an appendix that will cover the relationship between the Manchester housing markets and the growth of the economy which will include the impact of housing on the economy, with specific reference housing ownership, the housing rental market and pressures on house prices. The report will also address the impact of the housing offer /market on our ability to attract and retain the talent needed by the City's businesses</p>	Cllr Richards (Exec Member for Housing and Regeneration)	Eddie Smith Jon Sawyer	
Delivering the Our Manchester Strategy	This report provides an overview of work undertaken and progress towards the delivery of the Council’s priorities as set out in the Our	Cllr Leese  Cllr N Murphy (Deputy Leader)	Cllr Leese Cllr N Murphy Cllr Richards	Invite Leader, Deputy Leader and Cllr Richards to present

	Manchester Strategy for those areas within the portfolio of the Leader, Deputy Leader (in respect of skills) and the Executive Member for Housing and Regeneration.	Cllr Richards (Exec Member for Housing and Regeneration)		
Overview Report	Monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Wednesday 6 February 2019, 2.00pm  
(Report deadline Monday 28 January 2019)**

**Theme – Economic impact of Brexit on Manchester and the interlinkage of Greater Manchester and Manchester City Council Strategies**

<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Strategic Director/ Lead Officer</b>	<b>Comments</b>
The impact of the Brexit settlement on the City	The precise detail of this issue is to be determined when it is clearer as to the type of Brexit settlement likely to be agreed on by Government.	Cllr Leese	Eddie Smith	
Northern Gateway Strategic Regeneration Framework Update	To consider the Executive reports on the Northern Gateway.  These reports will provide:-  (1) an update on the outcome of the public consultation exercise and seek the approval of the final SRF and  (2) set out a broad programme for how this masterplan will be implemented with a focus on JV delivery activity in years 1-5	Cllr Leese  Cllr Richards (Exec Member for Housing and Regeneration)	Eddie Smith Jon Sawyer	
Consultation on the draft Greater Manchester Spatial Framework (GMSF)	To receive a report on the consultation by the Combined Authority on the revised GMSF.	Cllr Leese	Richard Elliott	

The Manchester Local Plan	To receive a report in relation to the proposed consultation on the first draft of Manchester's Local Plan.	Cllr Leese	Richard Elliott	
Transport 2040 Strategy - Delivery Plan	To receive a report on the progress of TfN's strategy and its potential impact on the City Centre and region.	Cllr Leese	Richard Elliott	
City Centre Transport Plan	To receive an update on the Council's progress in developing a refreshed City Centre Transport Strategy.	Cllr Stogia (Exec Member for Environment, Planning and Transport)	Richard Elliott	
Refreshed budget and business plans	The Committee will consider the refreshed budget and business plans for Corporate Core, following consideration of original proposals at its December 2018 meeting.  To include business plans for all other Directorates as an appendix	Councillor Ollerhead (Executive Member for Finance and HR)	Carol Culley	
Overview Report	Monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Wednesday 6 March 2019, 2.00pm  
(Report deadline Monday 25 February 2019)**

**Theme –**

<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Strategic Director/ Lead Officer</b>	<b>Comments</b>
Family Poverty Strategy update	To receive an update on the implementation of the Family Poverty Strategy, including the role that anchor institutions can play and how we build the resilience of families living in poverty.	Cllr S Murphy (Deputy Leader)	Angela Harrington	
The Impact of Welfare Reform and Universal Credit on the Manchester Economy	To receive a further update on the Government's welfare reform programmes, including the roll-out of Universal Credit across the City and the impact on Manchester's residents.	Cllr S Murphy (Deputy Leader)	Angela Harrington Job Centre Plus	
The Impact of Procurement Policies on Small and Medium Businesses	To receive an update on the impact of the Council's procurement policy on small and medium businesses in the City including consideration of any challenges and what more we can do in the future to enable SMEs in the City to compete for City Council contracts and commissioned services.	Cllr Ollerhead (Exec Member for Finance and Human Resources)	Ian Brown	
The impact of low skills on residents ability to enter the labour	To consider the issue of low skills in the City, how many of the City's residents are low-skilled and where	Cllr N Murphy (Deputy Leader)	Angela Harrington	Invite representatives from MAES and the

market and sustain quality work	the concentrations are in neighbourhoods and in economic sectors, as well as the contribution that MAES and the Manchester College make to addressing the low-skills challenge.			LTE Group (Manchester College)
Overview Report	Monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

Items to be Scheduled				
<b>Theme – Strategic Regeneration</b>				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
District Centres	To receive a report on the work of the District Centres Sub-Group and Institute of Place Management	Councillor Richards	Eddie Smith	Invite Professor Cathy Parker, Institute of Place Management.
Outcome of the consultation with stakeholders in relation to the proposed Housing Affordability Zones	To receive a report on the outcome of the consultation with stakeholders on the four proposed Housing Affordability Zones	Councillor Richards	Eddie Smith	See November 2017 minutes
<b>Theme – Transport and Connectivity</b>				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
<b>Theme – Incorporating Inclusive Growth into Council Services/strategies</b>				
Item	Purpose	Lead Executive Member	Lead Officer	Comments

<b>Theme - Skills development for Manchester residents aged 16 and over.</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Employment Contracts and Labour Market Flexibility	To receive a report on changes in employment contracts and labour market flexibility and the implications for workers in Manchester.		Angela Harrington	See February 2016 minutes
Hospitality and Tourism skills gap	To receive report on the issue around skills challenges within the hospitality and tourism sector	Councillor N Murphy	Angela Harrington	See November 2017 minutes
<b>Theme – Growing the Manchester Economy</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Markets strategy and marketing the City's areas	To be captured in District Centres Sub Group	Councillor Leese / Councillor S Murphy	Eddie Smith	
City Centre Business Engagement		Councillor Leese	Eddie Smith	
The Growth Company's business support activity in Manchester	To receive an future update on the development of the prosperity fund for post 2021 and the work the Council is undertaking to deliver a local Industrial Strategy	Councillor Leese	Eddie Smith	See November 2017 minutes



**Theme - Miscellaneous**

<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Development of a Manchester City Council energy Company	To receive a report on whether the Council was considering a scheme to develop its own energy company	Councillor Leese	Eddie Smith	See November 2017 minutes

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