



Economy Scrutiny Committee

Date: Thursday, 9 January 2020

Time: 10.00 am

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 9.30am 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.**

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

Membership of the Economy Scrutiny Committee

Councillors - H Priest (Chair), Abdullatif, Douglas, Green, Hacking, Johns, Noor, Raikes, Shilton Godwin, K Simcock and Stanton

Agenda

- 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** 5 - 12
To approve as a correct record the minutes of the meeting held on 5 December 2019.
- 5. The Council's Updated Financial Strategy and Budget reports 2020/21** 13 - 26
Report of the Chief Executive and the Deputy Chief Executive and City Treasurer attached

This report provides an update on the Council's overall financial position and sets out the next steps in the budget process, including scrutiny of the draft Budget proposals and Budget report by this Committee. Each Scrutiny Committee will receive a budget report aligned to its remit. The report also outlines the officer proposals for how the Council could deliver a balanced budget for 2020/21, the details of which will be discussed at the relevant scrutiny committees.
- 5a. Council Business Plan 2020/21** 27 - 62
Report of the Chief Executive attached

This report presents the draft Council Business Plan for 2020/21.
- 5b. Growth and Development Budget report 2020/21** 63 - 76
Report of the Strategic Director (Growth and Development) attached

This report sets out the Growth & Development medium term financial plan and budget proposals for 2020/21. The report should be read in conjunction with the Council's overarching Business Plan report.

- 6. The City's Future Economy and Labour Market Requirements** 77 - 98
Report of the Head of Work and Skills attached

This report provides information on the City's current Labour Market using the data and intelligence that is currently available, providing an overview of skills demand and supply. The report sets out some of the work in which the Council and its partners are connecting residents to opportunities arising from the city's growth, as well as ensuring businesses have access to the skills they need to grow.

- 7. The City's Future Economy and Labour Market Requirements - CEIAG and Skills for Life** 99 - 142
Report of the Head of Work and Skills attached

This report provides an update on the developments of careers education, information, advice and guidance which have undergone a significant positive transformation over the last four years and now have a renewed emphasis nationally and investment in resources and infrastructure to improve careers programmes in secondary and post 16 provision.

- 8. Delivering the Our Manchester Strategy- Update from the Executive Member for Housing and Regeneration** 143 - 152
Report of the Executive Member for Housing and Regeneration

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

- 9. Overview Report** 153 - 170
Report of the Governance and Scrutiny Support Unit attached

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

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

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

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This agenda was issued on **Monday, 23 December 2019** 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 Thursday, 5 December 2019

Present:

Councillor H Priest (Chair) – in the Chair
Councillors Abdullatif, Green, Johns, Noor, Raikes, Shilton Godwin and Stanton

Also present:

Councillor Rahman, Executive Member for Skills, Culture and Leisure
Gemma Marsh, Greater Manchester Combined Authority
Sharon Kelly, Greater Manchester Combined Authority
John Thornhill, Chief Executive, LTE Group

Apologies: Councillor Hacking

ESC/19/51 Minutes

Decisions

- (1) To approve the minutes of the meeting held on the 7 November 2019 as a correct record.
- (2) To receive the minutes of the District Centre Sub Group meeting held on 31 October 2019.

ESC/19/52 Devolution of the Adult Skills Budget

The Committee considered the report of the Head of Work and Skills that provided an update on the progress of the devolution of the Adult Education Budget (AEB) to Greater Manchester Combined Authority (GMCA) from 1 August 2019 for the 2019/20 academic year onwards.

The Head of Work and Skills referred to the main points and themes within the report which included: -

- Providing a description and context of the Adult Education Budget;
- The importance of Adult education and skills provision as a key element in ensuring Manchester reached its Our Manchester Strategy vision by 2025;
- Describing the national context for adult education;
- The ability through devolved AEB funds that had influenced the introduction of 8 new flexibilities to the funding stream;
- Describing the Manchester provision; and
- Describing future opportunities.

The Executive Member for Skills, Culture and Leisure commented that the devolution of the Adult Education budget presented an opportunity and flexibility as to how the council spent this money locally, giving greater ability to deliver better outcomes. He highlighted the main concern was that Adult education providers were already

overspent on the current budget to meet demand and that the anticipated future funding would not meet the level of demand.

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

- It was pleasing to note that all of Greater Manchester Further Education (FE) providers are now rated Good or Outstanding by Ofsted;
- It was noted that there had been a shift to focus more on longer-term career ambitions of Manchester residents to meet the skills needed for the City;
- There was concern about the ability of Manchester residents to access FE providers across the City given the current inadequacy of local public transport;
- What buy in had there been from employers in regards to influencing adult education and skills provision, co-investing in upskilling their workers and developing the skills needed for their organisations to thrive;
- What provision was being made in relation to the retraining of the City's workforce to enable residents to move between employment industries, given that most people no longer remained in the same job for most of their working life;
- What conversations had taken place around potential future employment opportunities within the developing green economy within the city and the skills required for this sector;
- Would it be possible to have a future report on the work being undertaken with employers;
- It was suggested that there should be capacity within the proposal to provide free learning for employed residents earning below the national living wage to address those employed in shift work; and
- What work was taking place to ensure that the Adult Education Budget was adequately funded should there be any removal of European Social Funding.

The Head of Work and Skills advised that in terms of accessibility to further education, Manchester College would operate a Centre of Excellence within the city centre and three community hubs across the city – Wythenshawe, Openshaw and Harpurhey. It was commented that in terms of the Adult Education budget, in regards to accessibility, providers, colleges and local authorities were scored against this and had to demonstrate how their offer/provision could be accessed in all areas as well as their adaptability to change.

In terms of retraining, it was reported that there was a national scheme, however, the Council and FE providers were still awaiting the detail of what this scheme would offer and how it would be delivered. It was reported that employer engagement was taking place and with the introduction of T Levels there would be a greater need to ensure more organisations were engaging in investing in the skills of their employees to ensure the city was where it needed to be in order to meet the demand of future labour markets

The Committee was advised that at present no one was able to articulate what the jobs of the green economy would be that required filling and the associated skills required for these jobs. The GMCA had started a piece of work across all employment sectors to try and identify what these jobs would be in order to work with colleges and providers to deliver the training and skills development required

In terms of future European Social Funding, it was explained that the potential future impact was currently unknown and there were ongoing conversations with DfE to re-baseline the AEB budget to ensure that there was adequate funding in future years.

Decision

The Committee:-

- (1) Notes the report
- (2) Agrees to consider receiving a future report on the work being undertaken with employers in influencing adult education and skills provision and co-investing in upskilling their workers at a future meeting.

ESC/19/53 Manchester Adult Education Service (MAES) Update

The Committee considered the report of the Head of Adult Education Service that provided information on MAES 2018/19 performance and 2019/20 improvement actions to include an update on the Manchester ESOL strategy.

The Head of Adult Education Service referred to the main points and themes within the report which included: -

- Providing a background and description of MAES;
- Describing the 2018/19 funding and provision;
- Providing an update on the Manchester ESOL strategy;
- Providing information on the take up of MAES;
- Information on the MAES Self-assessment and Improvement Plan;
- Information on the MAES self-assessment 2018/19;
- Describing the effectiveness of Leadership and Management;
- Information on the quality of Teaching, Learning and Assessment;
- A breakdown on the outcomes of learners;
- Information on destinations and how this data was collected; and
- Information on the MAES Improvement Plan 2019/20.

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

- Concern was raised in relation to the volume of people who were still waiting to access ESOL courses;
- More information was requested on the pilot project for higher level professionals as part of the priority to develop targeted provision for underrepresented groups;
- What comparisons could be made to the outcomes of the ESOL for Work programme to put these in to context;
- How were the library locations for the 10 free Read and Feed workshops determined;
- Context was sought on learners on benefits at the start of the programme, were sustained employment rate had decreased from 35% to 27%.; and

- Under the new inspection framework, what would be the biggest challenge in terms of the changes the framework had brought to the sector.

The Committee was advised that in terms of unmet need for ESOL, 39% of those wishing to access courses had been placed into spaces in classes across the city since September 2019, which was a higher proportion than what would normally be placed. It was also reported that a piece of work would be undertaken with Manchester College to identify the average number of learners per class to see if there was the ability to move resources around in order to provide additional places for those still waiting.

It was explained that work had taken place with Price Waterhouse Coopers (PWC) to identify what learners with professional qualifications from other countries would need to obtain positions within PWC which had resulted in a paid placement scheme for ESOL learners being developed. Subsequently a course was developed in conjunction with PWC and mock interviews were undertaken with the learners. Those that were successful had their CV's passed on to PWC for consideration on the placement scheme.

The Head of Adult Education Service advised that Manchester's ESOL performance compared very favourably to other local authority providers and had very good achievement rates as well as destination rates in comparison to other core cities. It was acknowledged that there were still too many people going into part time employment.

The Exec Member for Skills, Culture and Leisure commented that MAES exemplified the Our Manchester approach in delivering much needed services for Manchester residents in light of limited budgets.

The Head of Adult Education Service advised that the library locations for the Read and Feed workshops were determined based on the areas of highest deprivation across the city. The Committee was advised that the cohort of learners had changed over the years and now more learners were in work whilst studying which had resulted in a reduction in the figures of learners on benefit.

In terms of the new inspection framework, it was reported that the changes focussed on intent and impact which now enabled to track the journey of the learner. This had resulted in changes to the improvement plan format to track how staff actions complemented the learners journey. The biggest challenge was considered to be persuading potential funders and employers around the wider value of learning and its positive impact.

Decision

The Committee notes the report.

ESC/19/54 LTE Group performance update

The Committee considered the report of the Chief Executive, LTE Group that provided an update on activity.

The Chief Executive, LTE Group referred to the main points and themes within the report which included: -

- The Manchester College was performing strongly and was in the top 10% for learning outcomes nationally;
- Significant increases in work experience and employability had not only contributed to high employer ratings of students but also a very strong “Grade 2” OFSTED earlier this year;
- In terms of the development of the new city centre campus, concerns raised by the Committee at previous meetings had been incorporated into the LTE Group’s negotiations with banks and the final agreement on the full project funding had been able to measurably improve the value of Manchester City Council’s first charge security for the land loan;
- Total People continued to perform in the top 3 of the largest 20 UK providers for apprentice quality and perform better on total starts and numbers of apprentices in learning than the national position and also for Manchester learners on outcomes;
- The steps being undertaken to understand the implications for employers and learners in relation to the DfE’s proposed changes in 2020 to the way training provider performance was calculated;
- The Manchester College was supporting strong engagement on NEET and creating capacity for significant population growth but currently had no funding for nearly 300 new 16-18 year old students who started their studies in September 2019. Consequently, this with other unfunded learners meant there was a significant in year funding gap (£2m) between demand and available funding; and
- The allocation of Non-Levy funding to Manchester and GM providers looked to be significantly below the level needed to deliver the economic and social aspirations. This meant that unless very significant amounts of funding could be “gifted” from large employers to SME’s, then SME’s in Manchester would be disadvantaged.

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

- What would be the impact on those students who had started their courses in September were the College did not have the funding for them;
- It was acknowledged that further scrutiny would be required on the final agreement on the funding between banks and LTE Group for the College’s new city centre campus;
- What did the LTE Group consider to be the key challenges of the new Ofsted inspection framework; and
- Were the issues described with apprenticeship funding and drop in apprenticeship numbers acute to 2015 onwards.

The Chief Executive, LTE Group advised that the LTE Group was meeting with the Education and Skills Funding Agency (ESFA) to discuss the financial requirements needed to support SME’s in taking on apprentices. The Group was also adopting an Our Manchester approach and working with large employers to gift their levy to other SME’s. In terms of the College, it was explained that it was also intended to hold discussions with the ESFA on the funding required to support the several hundred

learners in completing their studies and to provide for a strategic approach to supporting a ten-year population surge of 16-18 years olds.

The Head of Work and Skills agreed that a report on the final agreement on the funding for the College's new city centre campus could be submitted to Scrutiny in the new year.

In terms of the new Ofsted inspection framework, the main challenge would be the ability to provide enough resource to ensure that the change in methodology to tracking a learner's journey and skills development could be adequately monitored.

Decisions

The Committee: -

- (1) Notes the report; and
- (2) Supports the request from the LTE Group to support an in year funding ask to the Education and Skills Funding Agency (ESFA) to support several hundred learners in completing their studies and to provide for a strategic approach to supporting a ten-year population surge of 16-18 years olds.

[Councillor Johns and Raikes declared prejudicial interests in this item as the LTE Group had sponsored work undertaken by their employer and withdrew from the meeting during consideration of this item]

ESC/19/55 Economy Dashboard 2019/20 – Quarter 2

The Committee considered the Economy Dashboard for Quarter 2 of 2019/20.

Officers referred to the main points within the dashboard and advised that the Dashboard would now start to detail new content in order to more closely align this document with the principles expressed in Developing an Inclusive Economy - Our Manchester Industrial Strategy. It was explained that key metrics for understanding and tracking Manchester's inclusive economy had yet to be agreed but these would be based around the Our Manchester Industrial Strategy three main themes of, people, prosperity and place. It was noted that these would be developed and their content expanded over the coming year.

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

- The transition of the dashboard to take account of the Inclusive Economy was welcomed and it was suggested that it would be helpful to understand what information might be available at Place level to help the Committee's focus going forward;
- It was suggested that comparative data with other core cities or, if possible, European cities would also be helpful;
- It was suggested that future dashboards contained zero carbon measures;
- It was queried as to whether the decline in employment within the Arts and Entertainment sector between 2015-18 could be attributed to big entertainment employers relocating to Salford (i.e. MediaCity);

- It was noted that some metrics on the dashboard included parts of Salford (e.g. City Centre residential stats) and some were for Manchester only, which was confusing in some instances;
- In terms of broadband speeds, it was highlighted that as well as Miles Platting and Newton heath, there was parts of Didsbury where premises could not obtain speeds above 30Mbps/s; and
- It was suggested that the GMCA's GM Strategy monitoring dashboard should be used as an exemplar of how the Council may wish to present future dashboards.

Officers acknowledged that points raised by Members and advised that the points raised would be taken into consideration as the key metrics for understanding and tracking Manchester's inclusive economy were developed and expanded.

Decision

The Committee notes the report

ESC/19/56 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.

The Chair informed the Committee that the report entitled 'Withington Village Development Plan' and 'District Centres' would be considered at the 5 March 2020 meeting.

Decision

The Committee notes the report and approves the work programme subject to the above amendments.

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee –
7 January 2020
Health Scrutiny Committee - 7 January 2020
Children and Young People Scrutiny Committee –
8 January 2020
Neighbourhoods and Environment Scrutiny Committee –
8 January 2020
Economy Scrutiny Committee - 9 January 2020
Communities and Equalities Scrutiny Committee –
9 January 2020

Subject: Updated Financial Strategy and Budget Reports 2020/21

Report of: The Chief Executive and the Deputy Chief Executive and City
Treasurer

Summary

This report provides an update on the Council's overall financial position and sets out the next steps in the budget process, including scrutiny of the draft Budget proposals and Budget report by this Committee. Each Scrutiny Committee will receive a budget report aligned to its remit, showing the main changes proposed to delivery and funding. The services to be considered by each scrutiny committee are shown at table four. The report also outlines the officer proposals for how the Council could deliver a balanced budget for 2020/21, the details of which will be discussed at the relevant scrutiny committees.

Recommendations

The Committee is asked to consider and make recommendations to the Executive on the budget proposals which are within the remit of this Committee and to comment on initial Budget Reports which have been designed to ensure the Council invests in the services that are valued by its residents achieving both high quality services and outcomes for residents, as well as a balanced budget.

Wards Affected: All

<p>Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>
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<p>The proposed 2020/21 budget will reflect the fact the council has declared a climate emergency by making carbon reduction a key consideration in the Council's planning and budget proposals.</p>
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Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	This report provides an update on the Council's overall financial position for 2020/21 which will underpin all of the Council's priorities as determined through the Our Manchester Strategy.
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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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.

Suite of budget reports to Executive, 13 February 2019-
<https://democracy.manchester.gov.uk/ieListDocuments.aspx?CId=147&MId=292&Ve r=4>
Spending Round Announcement 2019 report to Resources and Governance Scrutiny Committee – 8 October 2019

<https://democracy.manchester.gov.uk/documents/s10560/Spending%20Round%20Announcement%202019.pdf>

1 Overview

- 1.1 At its meeting on 13 February 2019 Executive agreed the 2019/20 budget, which was the final year in the three year budget strategy for 2017-20. It was envisioned that there would be a spending review in 2019, resulting in a new multi-year settlement from 2020/21. Due to national priorities this has not happened and a one year spending round was announced on 4 September 2019 instead.
- 1.2 The provisional settlement was originally expected 5 December however due to the dissolution of parliament on 6 November, following the general election announcement, this was not possible. The technical consultation for the provisional settlement was published 3 October and contained more information than usual, this has been used as the basis for the government funding expectations in the 2020/21 budget. Further details have been released on the budget, however there remain a number of areas which require clarification, these will all be picked up in the report to February committees.
- 1.3 The proposed 2020/21 budget will reflect the fact we have declared a climate emergency and will also continue to reflect the priorities identified in the three-year budget strategy. These were developed following consultation with Manchester people on what they valued most, which was:-
- care and support for vulnerable people, including older people and those with learning disabilities and mental health needs;
 - taking action on family poverty and giving young people the best start in life;
 - tackling homelessness;
 - supporting people into jobs and training;
 - keeping roads and neighbourhoods in good shape; and
 - parks and leisure to keep people active and happy.
- 1.4 The 2020/21 budget will be a one year roll over budget. The strategic framework remains the Our Manchester Strategy, the Corporate Plan and the Locality Plan. Whilst the Council is publishing a one year budget in line with the one year spending round there is a need to plan for a three year position. This is critical to demonstrate forward planning and resilience, ensuring the Council is in a strong position to respond to the national funding changes. Work has begun on the budget requirements for 2021/22 and beyond. This is in the context of considerable changes to Local Government Funding including the outcome of the Spending Review, changes to how local government funding is distributed, changes to the Business Rates Retention scheme, and the future of Adult Social Care funding.

2 Budget Context

Our Corporate Plan

- 2.1 Our Corporate Plan sets out the Council's priorities for the next 2-3 years which will deliver the three-way push and contribute to the council's vision for

the city. A number of key activities will support delivery of a number of our corporate plan priorities including:

- Delivery of our approach to place-based reform in Manchester - Bringing Services Together for People in Places
- Integration of Health and Social Care through partnership arrangements with the NHS
- Delivery of the Local Industrial Strategy which will deliver inclusive and green growth for the city of Manchester
- Delivery of Our Transformation - a new Council-wide portfolio of programmes which has been set up with a view to changing how we work as an organisation to ensure we can deliver our corporate priorities and specifically ensure that we are a 'well managed council'
- Continuing to ensure that the 'Our Manchester' approach is the way we do things here, rather than a thing we do

2.2 As such, our Corporate Plan priorities have been refreshed for 2020/21 to reflect the city's zero carbon ambitions and declaration of the climate emergency, the launch of the local industrial strategy for the city, the headlines from the 2019 State of the City report, and the planning for internal transformation. The eight Corporate Plan priorities, in no order of importance, are shown below:

- Zero carbon Manchester: Deliver the ambition for Manchester to become a zero carbon city by 2038 at the latest, achieving the science-based carbon budget for the city
- Young people: From day one, support Manchester's children to be safe, happy, healthy and successful, fulfil their potential, and make sure they attend a school graded 'good' or better
- Healthy, cared-for people: Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives
- Housing: Ensure delivery of the right mix of good-quality housing so that Mancunians have a good chance of quality homes. Accelerate and sustain the delivery of more housing, ensuring the provision of enough safe, secure and affordable housing for those on low and average incomes.
- Neighbourhoods: Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of
- Connections: Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks
- Growth that benefits everyone: Boost the city's productivity and create a more inclusive economy that all residents can participate in and benefit from, and contributing to reductions in family poverty, as set out in the Our Manchester Industrial Strategy
- Well managed Council: Support our people to be the best and make the most of our resources

Our Business Plan

2.3 Our Council Business Plan 2020-21 describes in more detail the action being taken to deliver the corporate plan this year. The plan is structured around the

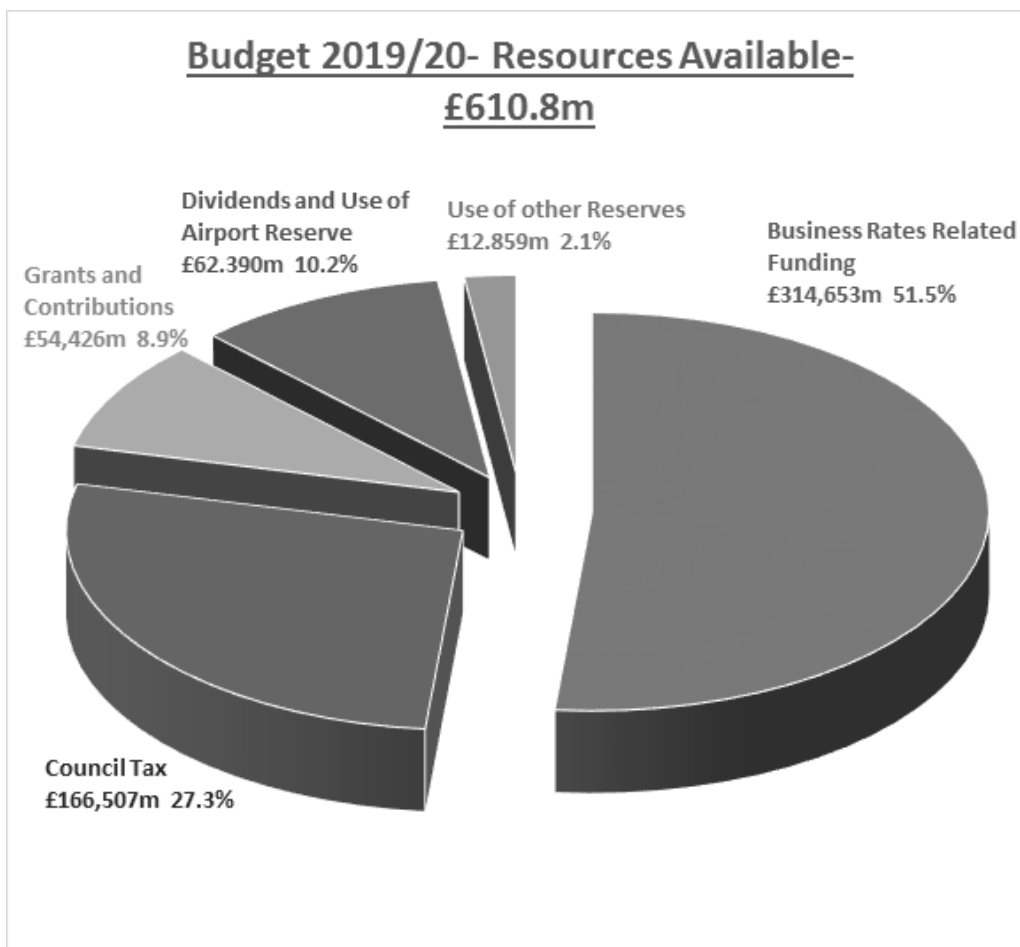
eight priority themes and has been produced following the development of 41 service plans which describe in more detail the achievements, priorities and activities of the 41 services which collectively make up Manchester City Council. The plan also describes the Council's key workforce and technology considerations for 2020-21 as key enablers to delivering our Corporate Plan. Equalities implications are also described as well as our approach to risk management.

National Context

- 2.4 The budget for 2020/21 is being set in a period of austerity which began with the 2011/12 Budget. The Local Government Association (LGA) have calculated that by 2020 Local Government will have delivered £16bn in savings to the Treasury, whilst also absorbing inflationary increases, maintaining the delivery of services to communities and facing increasing Social Care demands. Public health grant funding will have reduced by £531m between April 2015 and April 2020. Between 2010/11 to 2019/20 the City Council's Spending Power (as defined by government) has reduced by £179m (29%) compared to an England average reduction of 16%. This has resulted in required budget cuts of £372m from 2010/11 to 2019/20 inclusive, after taking into account inflation and rising demand, and a reduction of almost 4,000 FTE (around 40% of the workforce). Recent years cuts have been less severe but local government spending is still much lower in real-terms than it was in 2010.
- 2.5 The need to make budget cuts is expected to continue over the next four years. The LGA is estimating that by 2025 Local Government Services face a funding gap of at least £7.8bn, just to stand still, much of this relating to social care.

2019/20 Baseline Budget

- 2.6 The Council's net revenue budget is funded from five main sources which are Council Tax, Business Rates, government grants, dividends and use of reserves. In recent years as central government funding has reduced and business rates retention has been introduced the ability to grow the amount of resources raised locally has become even more important for financial sustainability and planning.
- 2.7 The Council has been part of the Greater Manchester Business Rates pilot since 2017/18 which has enabled retention of 100% of business rates growth (rather than sharing 50/50 with the government). Continuation of the pilot has been confirmed for 2020/21, however from 2021/22 it is currently anticipated that arrangement will be in line with the rest of the country, which is expected to move to 75% retention.



2.8 As reported to Executive 19 December an in-year overspend of £4.2m is forecast for 2019/20 of which £6.8m relates to Adults services and £2.6m to Children's, offset by underspends in the remaining directorates. The full-year effect of the position in 2019/20 has been reflected in the 2020/21 proposals.

2.9 Other important elements of the council's budget include:

- The level of usable reserves which need to be appropriate to the amount of risk faced. The majority are earmarked for specific purposes; the only unallocated reserve is the General Fund Reserve of £22m. This is held to meet costs arising from unplanned events, acts as a buffer to help mitigate against the financial risks the Council faces and is used to smooth expenditure across years.
- The Capital budget totals £356m in 2019/20, including projects totalling £70m on behalf of the GMCA
- The Treasury Management Strategy ensures effective management of the council's cash and determines the required levels of borrowing to fund capital spend and the most effective method of borrowing.

3 The Revenue Budget Position 2020/21

3.1 This report sets out the main assumptions used to build up the City Council's budget options for 2020/21. These underpin the budget reports which will be presented to all Scrutiny Committees in January, before going to January

Executive for consideration, taking into account the comments from Scrutiny. The full details of the assumptions supporting the final budget proposals will be set out in the budget report to Executive on 12 February 2020 and will form part of the suite of budget reports presented to Committee. However, it should be noted that this timeline is subject to the timing of the Finance Settlement from the Government.

- 3.2 The Spending Round announcements were reported to the Resources and Governance Scrutiny Committee on 16 October 2019. The technical provisional settlement consultation released early October gave confirmation of a 'roll forward' settlement for 2020/21 and set out more detail on the Government's plans for allocating resources to local authorities.
- 3.3 The government funding announcements impacting on the budget available to the Council are as follows:-
- Increase in Settlement Funding Assessment for inflation (c1.7% - CPI as at September) which equates to £3.9m for the council.
 - Continuation of existing social care funding at 2019/20 levels, using the same methodology as 2019/20. The Council receives £35m, including improved Better Care Fund (iBCF) of £24.4m, additional iBCF £3.8m, winter pressures £2.7m and social care grant £4.6m.
 - Indicative allocation of the £1bn additional Social Care Grant for adult and children's services using Adults Relative Needs formula plus an element of equalisation for the relative ability to increase Council Tax income. There are no ring fencing or reporting requirements relating to this funding. The Council's indicative allocation is £13m of which £7m is expected to support Adults services and £6m for Children's as set out in more detail in the respective reports.
 - The NHS contribution to adult social care, through the Better Care Fund, will increase by 3.4% in real terms in 2020/21. For the Council this is an estimated c£0.8m in 2020/21 in addition to £0.9m additional in 2019/20.
 - The Spending Round announced a real terms increase to the Public Health Grant budget, expected to be 2.7%, an increase of £1.363m. For the City Council Public Health expenditure is not currently grant funded but is now met from retained business rates. The Councils business rates tariff payment to government should be reduced accordingly. The funding announcements made assume that the city council will fund this out of the devolved budget, which is a council decision. Without this increase inflationary increases for NHS and non-NHS contracts will not be affordable and there will be insufficient capacity for sexual health, drug and alcohol and school nursing.
 - This additional grant will be recognised through an adjustment to the business rates top-up/tariff as the Council continues to be in the Greater Manchester 100% Business Rates pilot.
 - The proposed referendum principles for council tax are a core increase of 2% and an adult social care precept of 2%. For the Council each 2% equates to around £3.2m additional income.
 - It is expected that there will be a redistribution of the surplus held in the national levy account in 2019/20, which should be confirmed in the provisional settlement. The national amount has been estimated at £45m

which would equate to £675k for Manchester. This included in the budget a year in arrears to recognise the risk as the final amount is dependent on the national position in relation to safety net and levy payments and receipts.

- 3.4 Where indicative City Council amounts are quoted these are based on an assumption that the distribution will be in line with current methodologies, therefore are subject to change when the settlement is received.
- 3.5 In relation to expenditure budgets there have been updates relating to the impact of expected increases to the National Living Wage (on both Council Staff and commissioned contracts), pension contribution costs, the waste levy and other pressures outlined in the budget reports. The Council's budget position has been updated for known changes and likely changes based on the best information available to date. The main underlying assumptions are as follows:
- Council Tax - 1.99% general precept increase, collection rate c95.5%, base growth c2.4%.
 - The council has agreed to consult on the 2% Adult Social Care precept increase, which would raise an additional £3.3m. If agreed it is proposed to prioritise this to support adults with Learning Disabilities to meet increased need and complexity of citizens.
 - Business Rates - growth assumed in line with the most recent data and developments; the final budget for 2020/21 will be based on the December 2019 business rates figures
 - Additional commercial income of £8m - this has a one-year time lag which will assist with the 2021/22 position
 - GMCA return/refund relating to Business Rates and Waste Disposal of £7.2m. This is a non-recurring payment spread equally across 2020-22.
 - Allowance for continued increase in need based on detailed external advisory work carried out for Children's Services, review of the Adults Social Care budget including the application of the DAS demographic model; and the current upward trend in the demand for Homelessness Services.
 - Pay award assumed to be in line with the Chancellor's commitment of national living wage of £10.50 by 2024/25 - aligned to the Local Government pay scale
 - Increase to reflect national living wage (statutory) increases related to Adult Social Care (note move to the real living wage will continue to be phased).
 - c£4m (or c2%) for non pay inflation to offset pressures in this area, notably utilities and care costs
 - Change in the Employer Pension Contribution rate following completion of the Pensions Actuarial Review. Notification has recently been received that the City Council's contribution rate will decrease slightly, reducing by 0.4% from 19.1% to 18.7%, which is estimated to save c£0.8m per year.
 - The Waste Levy estimate for disposal costs has been updated in line with the latest information from the Greater Manchester Combined Authority.

- 3.6 All existing savings targets are assumed to be delivered in 2020/21 unless they have been identified as not achievable in which case alternative options and/or funding arrangements are being proposed. All directorates have been working to identify new savings proposals and/or efficiencies to support the position including meeting current budget pressures through the realignment of budgets. In recognition of the challenges faced by Adults and Children's Social Care and the Homelessness Service, any savings identified in these areas will be used to achieve a breakeven position in 2020/21, with a focus on stabilising the position and preparing for savings in 2021/22 onwards. In total savings and efficiency options of £2.9m have been identified, as summarised in the table below; these are further detailed in the relevant Directorate reports to Scrutiny.

Table 1: Net Savings Options 2020/21

	2020 / 21 Savings Options Identified	2020 / 21 Pressures/ Priorities Identified	Net savings options supporting bottom line
	£'000	£'000	£'000
Homelessness	1,000	(1,000)	0
Corporate Core	3,450	(2,873)	577
Neighbourhood Services	2,324	(754)	1,570
Growth and Development	690	0	690
Total Savings Options	7,464	(4,627)	2,837

- 3.7 The changes outlined above would enable a balanced budget to be achieved for 2020/21, with a small contribution to the General Fund reserve of £0.3m as shown in the table below.

Table 2: Budget Position 2019/20 (Latest) and 2020/21 (Proposed)

	Latest Budget 2019/20	Proposed Budget 2020/21
	£'000	£'000
Resources Available:		
Business Rates Related Funding	314,653	328,067
Council Tax	166,507	169,852
Other non-ring fenced Grants	65,077	65,398
Dividends and Use of Airport Reserve	62,390	62,890
Use of other Reserves	12,859	21,481

Total Resources Available	621,486	647,688
Resources Required:		
Corporate Costs:		
Levies/Charges	69,990	71,327
Contingency	850	994
Capital Financing	44,507	46,907
Transfer to Reserves	17,718	920
Sub-Total Corporate Costs	133,065	120,148
Directorate Costs:		
Additional Allowances and other pension costs	10,030	9,580
Insurance Costs	2,004	2,004
Directorate Budgets	474,124	505,180
Inflationary Pressures and budgets to be allocated	2,263	10,520
Total Directorate Costs	488,421	527,284
Total Resources Required	621,486	647,432
Transfer from / (to) general fund	0	(256)

- 3.8 The provisional cash limit budget for each directorate is shown in the table below.

Table 3: Cash Limit budgets 2019-21

	2019/20	2020/21
	£'000	£'000
Children's	119,933	128,120
Adults	197,907	220,703
Homelessness	13,933	15,285
Corporate Core	69,554	69,960
Neighbourhood Services	66,981	63,468
Growth and Development	5,816	7,644
Total	474,124	505,180

- 3.9 There remains volatility in the final position for 2020/21 and further changes are anticipated following the publication of the provisional Local Government Finance Settlement (delayed from 5 December), the updated council tax and

business rates position based on the latest information, and formal notifications of any contributions or rebates from the Greater Manchester Combined Authority.

4 Risks and Mitigation

- 4.1 All savings options have been risk rated and each Directorate will maintain their own monitoring arrangements alongside the corporate assurance process. The detailed savings tracker is sent to Senior Management Team on a monthly basis and reported to Executive Members.
- 4.2 Reporting has developed over the last three years and the council has now integrated finance, performance, workforce and risk information into one report supporting a move to advising leaders of the organisations challenges and successes in a single regular summary.
- 4.3 The Council needs to be satisfied that it can continue to meet its statutory duties and meet the needs of vulnerable young people and adults. Options have been drawn up on the basis that Strategic Directors are satisfied that this requirement will be met.

5 Scrutiny of the Draft Budget Proposals and Budget reports

- 5.1 The service budget reports and Council Business Plan are attached for the Committee's consideration. These reports contain details of how services will support the delivery of the Council's priorities as set out in the Corporate Plan. The reports have been tailored to the remit of each scrutiny as shown in the table below.
- 5.2 The Committee is invited to consider the options which are within its remit, alongside the draft business plan and to make recommendations to the Executive before it agrees the final budget proposals.

Table 4: Scrutiny Reports

Date	Meeting	Budget Paper
7 Jan 2020	Resources and Governance Scrutiny Committee	Report covering the Corporate Core and the relevant parts of Growth and Development Directorate (Operational and Investment estate and facilities management)
7 Jan 2020	Health Scrutiny Committee	Adult Social Care and Population Health This is supplemented by: <ul style="list-style-type: none"> ● Draft MHCC Plan on Page, Joint Budget Report 2020/21 and

		refreshed Manchester Locality Plan <ul style="list-style-type: none"> • Summary of draft MLCO Operating Plan 2020/21
8 Jan 2020	Children and Young People Scrutiny Committee	Children and Education Services
8 Jan 2020	Neighbourhoods and Environment Scrutiny Committee	Report covering Neighbourhoods and Relevant services from Growth and Development (Housing and Residential growth)
		Homelessness report
9 Jan 2020	Economy Scrutiny Committee	Report covering Growth and Development and the relevant parts of Neighbourhoods (Business Units)
9 Jan 2020	Communities and Equalities Scrutiny Committee	Report covering relevant services from Neighbourhoods

6 Next Steps

- 6.1 Recommendations from the Scrutiny Committees will be considered by the Executive at its meeting in January 2020 when it considers the draft budget proposals. These will incorporate any changes arising from the Local Government Finance Settlement and other funding announcements which are expected in early January.
- 6.2 The Executive will agree its final budget recommendations on 12 February 2020. These recommendations will be considered by the Resources and Governance Scrutiny Committee at its special budget meeting on 24 February. Chairs of the other five Scrutiny Committees will be invited to attend this meeting to articulate the views of their Committee regarding the proposals. The Council will then make its final decisions and will set the budget on 6 March 2020.
- 6.3 There are no formal consultation requirements identified from the options put forward however there is a statutory requirement to consult with business rates payers. A public consultation on proposed council tax increases is planned from 6 January to 2 February 2020.
- 6.4 The timeline is detailed below.

Table 5: Budget Timeline

Date	Event
4 - 6 February 2020	Scrutiny Committees receive budget reports and associated savings proposals
12 February 2020	Executive - proposes budget - suite of budget reports (revenue and capital) Final Corporate Plan
24 February 2020	Budget Resources and Governance Scrutiny - Revenue and Capital
6 March 2020	Budget Council

7 Conclusions

- 7.1 The Council remains committed to the priorities within the Our Manchester strategy and the Council's corporate plan. The proposed 2020/21 budget reflects changes arising from the Spending Round announcements, forecast pay awards, notifications from GMCA and a robust review of all council service spend to realign budgets and identify savings options.
- 7.2 The draft budget is based on the best information available to date, however there will be changes arising from the outcome of the Local Government Finance Settlement, changes to Council Tax or Business Rates (when figures are finalised in January), and final notifications from the GMCA of the allocations to Districts.
- 7.3 Whilst the additional funding from the Government announced in the Spending Round is welcomed, it is not considered sufficient to address the underlying need, particularly following the austerity measures implemented since 2010/11. There remains no clear longer term national funding plan beyond 2020/21, with uncertainty in a number of key funding areas. Most notably, the outcome of the 2020 Spending Review (delayed from this year), the distribution of funding across local government (through the Fair Funding Review) and the impact of the anticipated business rates reforms and reset. Whilst the Council is publishing a one-year budget for 2020/21 in line with the single year spending round announcement from Government, work is ongoing to plan for a three year position based on the latest information available. This is critical to demonstrate the financial resilience of the Council and assist services in their future planning, ensuring the council is in a good position to respond to national funding changes.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 7 January 2020
 Health Scrutiny Committee – 7 January 2020
 Children and Young People Scrutiny Committee – 8 January 2020
 Neighbourhoods and Environment Scrutiny Committee – 8 January 2020
 Economy Scrutiny Committee – 9 January 2020
 Communities and Equalities Scrutiny Committee – 9 January 2020

Subject: Council Business Plan 2020/21

Report of: Chief Executive

Summary

This report presents the draft Council Business Plan for 2020/21.

Recommendations

It is recommended that Scrutiny Committee members consider the content of this report and comment on challenges, priorities and opportunities. The plan will be considered by Executive in February.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
This paper proposes the inclusion of an additional Corporate Plan priority - 'Zero Carbon Manchester' to reflect the city's zero carbon ambitions and declaration of the climate emergency. The plan therefore ensures specific organisational focus on activity driving this priority and therefore achieving the zero-carbon target for the city.

Manchester Strategy Outcomes	Summary of the Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Our Corporate Plan describes the Council's contribution over the next 2-3 years to delivering. Our Council Business Plan 2020-21 describes in more detail the action we are taking to deliver our Corporate Plan in 2020-21 and as such makes contributions to all of the Our Manchester Strategy outcomes
A highly skilled city: world class and home grown talent sustaining the city's economic success	

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

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

- Equal Opportunities
- Risk Management
- Legal Considerations

Financial Consequences for the Capital and Revenue Budgets

The proposals set out in this report are to be read in conjunction with papers forming part of the preparation of the Council's draft revenue and capital budget for 2020/21 to be reported to the Executive for approval in February 2020.

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1. Introduction

- 1.1. The purpose of this report is to present the draft Council Business Plan 2020-21 to Scrutiny Committees for comment. The Plan is attached to this report at Appendix 1.
- 1.2. Our Corporate Plan sets out the Council's priorities for the next 2-3 years which will deliver the three-way push and contribute to our vision for the city. Our Council Business Plan 2020-21 describes in more detail the action we are taking to deliver our corporate plan this year. It is supported by our wider strategic framework including our People Strategy and our ICT Strategy.
- 1.3. The document is currently in draft and will be updated following feedback from Scrutiny Committee. Any substantive changes made to the budget will also be reflected in the final version of this plan
- 1.4. In addition, further work on alignment with the refresh of the Our People Strategy and ICT Strategy will take place once those strategies are drafted and presented to Resources and Governance Overview and Scrutiny Committee in February.

2. Background

- 2.1. Our Council Business Plan replaces individual directorate business plans produced previously. This plan is structured around the eight priority themes and has been produced following the development of 41 service plans which describe in more detail the achievements, priorities and activities of the 41 services which collectively make up Manchester City Council.
- 2.2. Each priority theme section describes:
 - The priority theme, including key strategies and plans which are helping to drive deliver
 - Our key achievements driving delivery of this priority theme in the last year
 - Our planned activities and initiatives across council services which will drive delivery of the priority theme in 2020-21
 - The key measures which will help us to understand if we have been successful
- 2.3. This plan does not refer in detail to the Council's budget position for 2020-21 which is described in individual budget plans for each of the Council's directorates.
- 2.4. The plan also describes the Council's key workforce and technology considerations for 2020-21 as key enablers to delivering our Corporate Plan. Equalities implications are also described as well as our approach to risk management.

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Appendix 1: Council Business Plan 2020-21

Our Corporate Plan

Our Corporate Plan describes the Council's contribution over the next 2-3 years to delivering the Our Manchester Strategy 2015-2025. Our Manchester is the vision that the whole city - not just the Council - is working towards.

Our vision is for Manchester to be in the top flight of world-class cities by 2025 and to be somewhere that is:

- Thriving
- Full of talent
- Fair
- A great place to live
- Connected

The transformed Manchester that the vision aims for is so ambitious that business-as-usual approaches will not get us there.

To make that vision happen for everyone by 2025, as resources shrink and demand grows, the Our Manchester approach involves a three-way push to:

- Keep the basics on track
- Prevent problems down the line
- Tackle complex problems together

Our Corporate Plan sets out the Council's priorities for the next 2-3 years which will deliver the three-way push and contribute to our vision for the city. Our Council Business Plan 2020-21 describes in more detail the action we are taking to deliver our corporate plan this year. It is supported by our wider strategic framework including our People Strategy and our ICT Strategy.

A number of key activities will support delivery of a number of our corporate plan priorities including:

- Delivery of our approach to place-based reform in Manchester - Bringing Services Together for People in Places
- Integration of Health and Social Care through partnership arrangements with the NHS
- Delivery of the Local Industrial Strategy which will deliver inclusive and green growth for the city of Manchester
- Delivery of Our Transformation - a new Council-wide portfolio of programmes which has been set up with a view to changing how we work as an organisation to ensure we can deliver our corporate priorities and specifically ensure that we are a 'well managed council'
- Continuing to ensure that the 'Our Manchester' approach is the way we do things here, rather than a thing we do

Our Corporate Plan priorities have been refreshed for 2020-21 to reflect the city's

zero carbon ambitions and declaration of the climate emergency, the launch of the local industrial strategy for the city, the headlines from the 2019 State of the City report, and the planning for internal transformation.

Our Corporate Plan priorities going forward are, in no particular order of importance:

Zero carbon Manchester

Lead delivery of the target for Manchester to become a zero carbon city by 2038 at the latest, with the city's future emissions limited to 15 million tonnes of carbon dioxide:

- Work with the Manchester Climate Change Agency to develop a full action plan for the city by March 2020, setting out how the ambition will be met
- Ensure activities are delivered to reduce the Council's own direct emissions as part of this plan
- Contribute to improvements in air quality across Manchester required in the Clean Air Plan

Young People

From day one, support Manchester's children to be safe, happy, healthy and successful, fulfil their potential, and make sure they attend a school graded 'good' or better:

- Ensure all children have high-quality education
- Support more Manchester children to have the best possible start in life and be ready for school and adulthood
- Reduce number of children needing a statutory service
- Reduce the number of children growing up in family poverty

Healthy, cared-for people

Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives:

- Support Mancunians to be healthy, well and safe
- Improve health and reduce demand by integrating neighbourhood teams, that are connected to other services and assets locally, delivering new models of care
- Reduce the number of people becoming homeless, and enable better housing and better outcomes for those who are homeless

Housing

Ensure delivery of the right mix of good-quality housing so that Mancunians have a good chance of quality homes:

- Accelerate and sustain the delivery of more housing
- Ensure the provision of enough safe, secure and affordable housing for those

on low and average incomes

Neighbourhoods

Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of:

- Enable clean, safe, vibrant neighbourhoods

Connections

Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks:

- Improve public transport and highways, and make them more sustainable
- Facilitate the development of the city's digital infrastructure, to enable delivery of transformed public services and support a thriving digital economy

Growth that benefits everyone

Boost the city's productivity and create a more inclusive economy that all residents can participate in and benefit from, and contributing to reductions in family poverty, as set out in the Our Manchester Industrial Strategy:

- Support good-quality job creation for residents, and effective pathways into those jobs
- Facilitate economic growth of the city

Well-managed Council

Support our people to be the best and make the most of our resources:

- Enable our workforce to be the best they can be through the Our People Strategy and Our Manchester behaviours
- Effectively plan our future budgets and balance our current budget, delivering savings, transformation of the organisation, reductions in demand through reform, and generating income

Our Council Business Plan for 2020-21

This plan is structured around the eight priority themes and has been produced following the development of 41 service plans which describe in more detail the achievements, priorities and activities of the 41 services which collectively make up Manchester City Council.

Each priority theme section describes:

- The priority theme, including key strategies and plans which are helping to drive deliver
- Our key achievements driving delivery of this priority theme in the last year
- Our planned activities and initiatives across council services which will drive delivery of the priority theme in 2020-21
- The key measures which will help us to understand if we have been successful

This plan does not refer in detail to the Council's budget position for 2020-21 which is described in individual budget plans for each of the Council's directorates.

The plan also describes the Council's key workforce and technology considerations for 2020-21 as key enablers to delivering our Corporate Plan. Equalities implications are also described as well as our approach to risk management.

Our Corporate Priorities

Zero Carbon Manchester

Lead delivery of the target for Manchester to become a zero carbon city by 2038 at the latest, with the city's future emissions limited to 15 million tonnes of carbon dioxide:

- Work with the Manchester Climate Change Agency to develop a full action plan for the city by March 2020, setting out how the ambition will be met
- Ensure activities are delivered to reduce the Council's own direct emissions as part of this plan
- Contribute to improvements in air quality across Manchester required in the Clean Air Plan

The Our Manchester Strategy sets out the vision for Manchester to 'be in the top flight of world-class cities by 2025' and commits the city to 'playing its full part in limiting the impacts of climate change'.

The Council declared a climate emergency in July 2019. Manchester has committed to emit only 15m tonnes CO₂ during 2018-2100, become a zero carbon city by 2038, which means reducing emissions by at least 13% every year.

Manchester City Council's Zero Carbon 2038 Action Plan will be finalised by end March 2020, detailing how the city's zero carbon ambitions will be delivered. The action plan will include workstreams to address:

- Internal direct emissions
- External influence and policy
- Quantifiable carbon savings
- Achieving approximately 50% reduction in 4 - 5 years

Poor air quality is the largest environmental risk to the public's health. Taking action to improve air quality is crucial to improve population health. The ten GM authorities, supported by Transport for Greater Manchester, have now developed a draft package of co-ordinated and robust measures. **The GM Clean Air Plan** is anticipated to contribute to the Our Manchester Strategy by:

- Improving air quality across Greater Manchester,
- Ensuring that residents can access job opportunities and other services in a safe and clean environment,
- Reducing congestion and air pollution, improving perceptions of the city, and reducing carbon emissions,
- Investing in and maintaining the city's transport infrastructure, helping to drive growth.

Every council service is responsible for working together to deliver this priority with some services (City Policy, Neighbourhoods, Financial Management, Growth and Development) taking a lead role in the development of the Zero Carbon 2038 Action Plan.

As of July 2019 the city had achieved a 5% reduction in carbon emissions since 2017. In 2018 the city achieved a 40% reduction in emissions since 2005 and is now projected to achieve the 41% reduction in carbon emissions by 2020.

Data for the 2018/19 financial year shows that the Council's direct emissions have reduced by 48.1% since the 2009/10 baseline meaning that the 41% target has been achieved and surpassed a year ahead of schedule.

Data derived from Manchester's two permanent air quality monitoring stations shows that recent concentrations of NO₂ have fallen at both the Oxford Road and Manchester Piccadilly sites since the 2015 baseline (from 66 ug/m³ to 62ug/m³ and from 39ug/m³ to 35ug/m³ respectively).

Activities supporting delivery of this priority

- Drive progress in transitioning to a Zero Carbon Council and city by 2038 at the latest through changing our decision-making, policies, standards and external influencing
- Support delivery of the Zero Carbon 2038 target for Manchester by:
 - Moving to a position where new homes (and other buildings) generate zero emissions when occupied and have significantly less emissions embodied in their materials and the construction phase;
 - Delivering a comprehensive approach to existing homes (and other buildings)

<p>through the application of retrofit schemes that improve their energy efficiency;</p> <ul style="list-style-type: none"> ➤ Working towards all new development being zero carbon by 2028 as per the ambition set out in the draft Greater Manchester Spatial Framework ● Embed the Council's climate change priority across communication services, providing leadership, supporting effective communications and taking practical steps to reduce our impact ● Deliver the Corporate Estates Carbon Reduction Programme phase 1 by focusing on reducing energy in 13 of the highest energy consuming buildings ● Review waste collection fleet in line with the aims of Clean Air Plan and Zero Carbon Strategy ● Deliver high quality green & blue infrastructure, including: <ul style="list-style-type: none"> ➤ Protecting and enhancing open spaces and biodiversity ➤ Maximising the role of green spaces to sequester carbon, contributing to a reduction in atmospheric CO2 concentration. ➤ Establishing the Carbon Reduction Plan for the Parks service and bring forward investment cases for CO2 reduction and CO2 sequestration measures ● Ensure Manchester's next Local Plan fully embeds our climate change commitments into the next phase of development of the city, promoting residential development which is in line with the Council's targets to be Zero Carbon by 2038 ● Commit to reducing carbon throughout all programmes of work and raise awareness of carbon usage and looking for 'greener' alternatives ● Progress delivery of the Civic Quarter Heat Network, which will provide a highly efficient, environmentally-friendly heat and power solution for some of Manchester's most iconic buildings, making significant carbon reductions. ● Drive forward the introduction of electric fueling infrastructure, plant and equipment for all MCC services and ensure all fleet vehicles, including the waste fleet, meet the required emissions standards in preparation of the introduction of the Greater Manchester Clean Air Zone. ● Develop a plan for external influence at a city, city region and national level 		
Key measures of success	17/18	18/19
% reduction in MCC Direct CO ² Emissions against 2009/10 baseline	33.8% (2017/18)	48.1% (2018/19)
Projected CO ² % reduction against 2005 baseline by 2020	38% (2018)	40% (2019)
<i>Reduce the city's and the council's carbon emissions by on average 13% year on year to 2038, representing a 50% reduction in the next 4-5 years</i>		
<i>Reach the net zero carbon emissions target by 2038, or earlier if possible</i>		

Young People

From day one, support Manchester's children to be safe, happy, healthy and successful, fulfilling their potential, and making sure they attend a school graded 'good' or better:

- Support more Manchester children to have the best possible start in life and be ready for school and adulthood
- Ensure all children have high-quality education
- Reduce number of children needing a statutory service

The Children and Young People's Plan – Our Manchester, Our Children (2016–2020) – describes a vision for 'building a safe, happy, healthy and successful future for children and young people'.

In 2019-20 there has been a focus on developing and delivering a model for delivering this vision, through our Children's and Education services which strengthens partnerships and delivers local, place-based services on a city-wide, locality and neighbourhood footprint, with a greater focus on prevention and early support. This locality delivery model includes collaboration with Manchester Local Care Organisation (MLCO) and aligns to Bringing Services Together for People in Places and Manchester's Multi Agency Safeguarding Arrangements (MMASA).

Together with our Children's and Education services; Parks, Leisure, Youth & Events, Libraries and Work and Skills, in partnership with key external partners, play a significant role in delivering the Young People priority. Recent achievements include:

- Improved attainment outcomes for Manchester's children at all key stages from the levels achieved in the 2016-17 academic year to those achieved in the 2017-18 academic year, with improvements for looked after children (LAC) achieving grade 5 or above in both English and Maths at KS4 over this period being greater for Manchester's LAC than LAC in England as a whole.
- Implementation of a redesigned 'front door' - the Advice and Guidance Service - to deliver a more coordinated and efficient Children's Social Care service as part of the implementation of the wider locality programme. These improvements were evidenced by the number of referrals made into the service dropping from 13,228 in 2017/18 11,174 in 2018/19.
- Reduced the number of children and young people subject to child protection plans from 982 at the end of 2017/18 to 787 at the end of 2018/19 and increased the percentage of child protection conferences held within 15 days of the start of the Section 47 enquiry from 78.4% in 2017/18 to 95.2% in 2018/19.
- Throughout 2017/18, 19,000 children and young people participated in youth and play provision through our commissioned activity, 7,000 engaged in social action projects and 28,000 voted in the Make Your Mark ballot.
- Reduction in the number of 16-17 year olds who were not in education, employment or training in 2018/19 from the levels seen in 2017/18.
- Delivery of Adverse Childhood Experience (ACE) Pilot in Harpurhey from July 2018 to July 2019, with 600+ staff trained in Trauma Awareness.
- Received an award for the 'Food for Life Served Here' initiative demonstrating

Manchester's children and young people are provided with fresh, local and honest food and recognises our corporate social responsibility and good teamwork.

- Launch of Manchester's Inclusion Strategy, developed with multi-agency partners to help us work together in supporting children and young people to good attendance, and to reduce the risk of all types of exclusion.
- Development of Our Manchester Youth Offer Strategy (2019-25) to ensure that young people have access to high quality youth offer that addresses both universal and targeted needs in order to foster high aspirations and independence.
- Attracted 18,000 school participants at Manchester Art Gallery in 2018/19.

Activities supporting delivery of this priority

Support Manchester's children to be safe, happy and healthy and reduce the number of children needing a statutory service;

- Deliver children's services through the integrated locality based delivery model
- Drive high quality safeguarding practice and robust and effective child protection plans by providing a high challenge and high support environment through the delivery of a coordinated quality assurance framework.
- Safely reduce the number of children looked after and/or in need of a statutory service including exploration of the implementation of the Strengthening Families Programme, a multi-agency 'think family' approach using motivational interviewing
- Deliver the sufficiency strategy, ensuring there is the right provision available locally to meet the needs of Manchester's children that are looked after by the council.
- Support children and young people to influence the decisions that impact on them by enabling their voice and feedback to be heard.
- Refresh and launch of the Children and Young People's Plan 2020 - 2024. This will be informed by consultation with partners and young people, with shared ownership of the priorities - supporting Manchester's children to be safe, happy, healthy and successful.
- Work in partnership with the NHS to promote and support healthy food choices by providing educational sessions and offering an inclusive range of food.
- Implement the new 3 year strategy for young people - Manchester Youth Offer which will focus on ensuring young people are thriving, are skilled, resilient, and healthy.
- Support the 'Young Manchester' charity to fairly distribute funding to the city's youth and play providers so that they can increase the provision of services.
- Maximise young people's awareness of the city's wider youth offer and relaunch the Manchester Youth Council to ensure young people are connected, valued and heard in all we do.
- Help prevent and reduce young people presenting with homelessness, becoming and remaining homeless and being supported in temporary accommodation. One specific way we will support this is through developing wider housing options for young people.

Ensure Manchester's children are ready for and receive a high-quality education and support them to be successful and fulfil their potential;

- Improve outcomes for all children and reduce the gap to national levels with a particular focus on reading, improving school readiness and improving outcomes for children and young people with special education needs or disabilities.
- Develop and implement new partnership arrangements with early years providers.
- Develop a self improving schools system through the Manchester Schools Alliance and other partnerships, including a model for teams around the school and school clusters
- Increase the percentage of Manchester's schools which are rated as good or better, and develop a coordinated approach to quality assurance of 'education other than at school'.
- Provide high class education facilities in accordance with the Council's Basic Needs requirements and ensure there are a sufficient number of school places available for the city's children.
- Provide services in Early Years services including 55 Sure Start Centres
- Implement the Inclusion Strategy to promote inclusion and prevent exclusion (including exclusion from schools).
- Increase the number of schools and colleges in the City achieving the Gatsby benchmarks which demonstrate young people are ready for adulthood
- Work with schools & youth organisations to build on Careers Education, Information, Advice and Guidance (CEIAG) and the Skills 4 Life offer.
- Coordinate a coherent and comprehensive post 16 offer and implement a Not in Education Employment or Training (NEET) reduction plan, to capitalise on new opportunities in the City and reduce the proportion of Manchester children who are NEET.
- Improve literacy and educational attainment through the provision of activities in libraries and galleries and cultural activities, for example, through supporting the Read Manchester campaign.

All of the activities outlined will be enabled by corporate and supporting functions including repair and maintenance services to our 55 Sure Start and Children's centres and our 94 school kitchens, dedicated programme and project support, provision of intelligence, evaluation and performance information and the delivery of a new Early Years & Education ICT system.

Key measures of success	17/18	18/19
Percentage of Manchester's children achieving expected standard in Reading, Writing and Maths at Key Stage 2	60% (2017)	62% (2018)
Percentage of Manchester's children achieving grade 5 or above in both English and Maths at Key Stage 4	34.9% (2017)	35.6% (2018)
Percentage of Manchester's Looked After Children achieving grade 5 or above in both English and Maths at Key Stage 4	8.3% (2017)	9.1% (2018)

The percentage of Manchester's children achieving a good level of development in the Early Years Foundation Stage	66.2% (2017)	66.9% (2018)
The number of Looked After Children in Manchester and the rate per 10,000 children	1,258 (104 per 10,000)	1,290 (106 per 10,000)
The number of Children In Need in Manchester	5,634 (465 per 10,000)	5279 (433 per 10,000)

Healthy, Cared For People

Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives:

- Support Mancunians to be healthy, well and safe
- Improve health and reduce demand by integrating neighbourhood teams, that are connected to other services and assets locally, delivering new models of care
- Reduce the number of people becoming homeless, and enable better housing and better outcomes for those who are homeless

Our work to ensure our people are healthy and cared for is primarily delivered through two health and social care partnership organisations - Manchester Health and Care Commissioning (MHCC) and Manchester Local Care Organisation (MLCO). Our population health services form part of MHCC, whilst the delivery and commissioning of adult social care services is managed by the Manchester Local Care Organisation.

Further detail on the delivery of these services is described in Manchester's Locality Plan, the MHCC Plan on a Page for 2020/21, and MLCO's operating plan for 2020/21.

Our adult social care services play a key role in integrated neighbourhood teams and are part of the delivery of new models of care. A number of other council services make key contributions to ensure that Mancunians are healthy and well including our leisure service, libraries and cultural offer.

The original Locality Plan: Our Healthier Manchester, produced in 2016, set out the ambition to improve health and care outcomes for the people of Manchester within a financially sustainable health and social care system. The initial focus led to a rationalisation of the Manchester system, through the creation of a single commissioning function (SCF), a single hospital service (SHS), and a local care organisation (LCO). Greater Manchester Mental Health (GMMH) Trust replaced the previous provider as the lead for delivering mental health services in Manchester.

The updated Locality Plan (April 2018), set within the context of the city's Our Manchester strategy, shifted the emphasis away from structural change to a focus on Our People, Our Services and Our Outcomes. The Locality Plan is now being refreshed again (November 2019), to reflect the place-based approach to public

services across Greater Manchester (Bringing Services Together for People in Places in Manchester) and the requirements of the NHS Long Term Plan.

Recent system-wide achievements set out in the Locality Plan include:

- An increase in new cases of cancer diagnosed at stage 1 or 2.
- A sustained decrease in smoking prevalence.
- An upward trend in CQC good or above rated Nursing and Care Homes.
- An increase in uptake of Personal Health Budgets.
- A sustained reduction in avoidable prescribing.

Recent achievements within MLCO the Adults Improvement Plan and the wider health and social care system include:

- 12 Integrated Neighbourhood Teams established with leadership 'quintets' in place
- Primary care leadership in place at locality and neighbourhood level and 14 Primary Care Networks across the city
- Major recruitment campaign delivered with 61.5 additional social workers in place as of November 2019
- Development of new strengths based approach to assessment and support planning, delivering improved outcomes and a more streamlined process
- Delivery of phase 1 of technology-enabled care programme transferring c.150 citizens from legacy provider
- Some reductions in social care waiting lists including (between May and July 2019) a reduction of 43% in ongoing work waiting and 8% in reviews
- A statistically significant reduction in A&E attendances from the impact of Manchester Care Management (High Impact Primary Care);
- The expanded Reablement service has achieved 26% fewer homecare visits and 22% fewer homecare hours than people who had been referred to Reablement but not supported; and
- Extra Care accommodation has enabled improved quality of care for residents and approximately 1,200 fewer days of residential care.
- Investment in North Manchester Hospital from government

Homelessness is not just about people who sleep rough on our streets, but also consists of the much larger number of single people in hostel accommodation, families in dispersed temporary accommodation, as well as those who are hidden homeless. Across Manchester an increasing number of individuals and families are becoming homeless and are at greater risk of homelessness. The Homelessness Strategy aims to make:

1. Homelessness a rare occurrence: increasing prevention and early intervention
2. Homelessness as brief as possible: improving temporary and supported accommodation so it becomes a positive experience
3. Experience of homelessness a one-off occurrence: increasing access to settled homes

Organisations across the city all have a contribution to make and a role to play towards these aims in order to reduce homelessness.

Our Homelessness services leads on the objective of reducing the number of people becoming homeless, and better outcomes for those who are homeless. The objective is also delivered by a range of services across the council including Housing, Health, Children's Services and Adults Services within MLCO.

Homelessness services achievements in the last year include:

- Successfully ensured that the Council met all its legal duties in challenging circumstances.
- Developed a specialist service to tackle evictions from the private rented sector which successfully prevented homelessness.
- Delivered a comprehensive response to rough sleeping through the provision of over 45,000 bed-nights for people who sleep rough in the city.
- Increased the level of access to affordable property in the private rented sector.

Activities supporting delivery of this priority

In 2019/20 the Homelessness Service will

- Provide high quality services in all that we do through delivery of the Homelessness Service Transformation Programme, forming the core of the approach to tackling and reducing homelessness over the next three years
- Reduce the use of temporary accommodation, including through the continuation of a new team focused on Section 21 presentations (no fault evictions), providing support to prevent or delay the use of temporary accommodation
- Reduce the cost of temporary accommodation including through enhanced incentives for private landlords and aiming to move people directly from their current property into dispersed accommodation, avoiding the use of bed and breakfast accommodation
- Increase the level of homelessness prevention through a multi-agency response and development of a city-wide 'Prevention Compact', informed by two locality based prevention pilots in Moss Side and Clayton & Openshaw
- Reduce the numbers of people who sleep rough through providing targeted support
- Increase the profile of homelessness prevention and broaden the range of partners who help us to achieve this.
- Play a positive role in the Manchester Homelessness Partnership, to build the partnership and maximise contributions from all sectors, including in the co-production of services.
- Ensure that the Council meets all of its legal duties to homeless people and people at risk of homelessness.

These activities will be supported by the development of temporary and permanent housing solutions and the development of a new commissioning strategy for homelessness services.

All of the activities outlined will be supported by dedicated programme and project support and provision of intelligence, evaluation and performance information.

Key measures of success	17/18	18/19
The number of households who presented as being homeless or being threatened with homelessness and were owed a duty. N.B. The introduction of the Homelessness Reduction Act 2018 means that 2017/18 and 2018/19 results are not comparable.	1,222	4,336
The number of households, (who had presented as being homeless or being threatened with homelessness), who were being supported as a 'prevention case' and were subsequently prevented from becoming homeless via being able to stay in their existing property or securing alternative accommodation (and staying in this accommodation for 6+months)	313	375
Number of households who moved on into settled accommodation provided by Registered Housing Providers.	387	479
Number of households who moved on into settled accommodation provided by the Private Rented Sector	187	404

Housing

Ensure delivery of the right mix of good-quality housing so that Mancunians have a good chance of quality homes:

- Accelerate and sustain the delivery of more housing
- Ensure the provision of enough safe, secure and affordable housing for those on low and average incomes

The Residential Growth Strategy (2015–2025) sets out the city's approach to providing the right housing mix of safe, secure and affordable homes for a growing and increasingly diverse population.

The Strategy was updated in 2019 increasing the overall target of new homes from 25,000 to 32,000 and committing the city to deliver 20% of all new homes as affordable tenures, representing a minimum of 6,400 new homes by March 2025 (up from 5,000).

Multiple services and directorates work together to deliver this priority. The services with a lead role include Strategic Housing and Residential Growth, City Centre Growth & Regeneration, Development Team, Planning, Building Control and Licensing. Corporate services such as City Policy and PRI provide strategic and analytical support to help deliver the objectives.

It is forecast that c.5,200 new homes will be delivered in Manchester by the end of

2019/20 of which 521 will be affordable homes and 36 Extra Care units. This year there have been more cranes across the skyline than ever recorded, including the previous pre-recession construction peak in August 2005. There are currently over 11,000 new homes under construction in Manchester, including 9,000 in the city centre, more than in any other Core City or individual London borough. A total of 14,000 new homes are forecast to be completed by March 2022. Other achievements in the last year include:

- Delivered 53 new Council homes in Brunswick
- Delivered 61 new homes for sale in the Miles Platting and Brunswick PFI contracts
- Commenced the final phase of 330 new homes for sale in West Gorton
- Delivered 1,500 new homes for rent and sale in New Islington and Ancoats via the Manchester Life JV Partnership
- Delivered 70 apartments for people with a Learning Disability
- Acquired 20 large homes for homeless families
- Begun sprinkler installation in 25 Council tower blocks
- Completed the review of the Allocations Scheme, which is used to assess the eligibility and priority of applicants for the social housing the Council has available
- Created and approved a number of strategic regeneration frameworks to guide a comprehensive and holistic approach towards regeneration across the extended city centre. Examples include Northern Gateway, Great Ducie Street and Knott Mill.

Activities supporting delivery of this priority

- Deliver a minimum of 6,400 affordable homes between 2015 - 2025 including 7 new Extra Care and 3 Community-Led Housing schemes by:
 - Working closely with Registered Providers to deliver housing on Council-owned land, and
 - Working with developers to deliver housing on privately-owned land
- Provide the conditions that enable the building of 32,000 new homes in Manchester between 2015 and 2025
- Deliver a range of major projects that include:
 - Northern Gateway - A joint venture between the Council and Far East Consortium which has the potential to contribute up to 15,000 new homes over a 15 to 20-year period.
 - Eastern Gateway - Identify and start work on new phases of the Manchester Life Joint Venture Partnership, and identify opportunities for the delivery of new homes in ongoing regeneration around the Etihad Campus
- Great Jackson Street – Work has rapidly progressed on the delivery of significant new residential development at Great Jackson Street, contributing up to 6,000 new homes. Construction is nearing completion on the four residential developments that comprise Deansgate Square
- Develop the new Local Plan for Manchester, setting out how the city will meet the need for development over the years to 2038
- Deliver a quality, efficient, inclusive and proactive Planning service, acting as enablers for new homes, creation of neighbourhoods where people want to live and engaging meaningfully with all stakeholders

- Create a refreshed City Centre Strategic Plan. This will set out the current position of the city centre and the plans and aspirations over the next period. The document will provide Local and Central Government colleagues with this shared insight.
- Ensure fire safety improvements are delivered especially in high rise buildings in line with the Hackett Review of Building Regulations and Fire Safety, of which Manchester is an early adopter
- Continue to work collaboratively with neighbourhood teams to develop and deliver new areas for Selective Licensing across the city.
- Provide specialist property advice to colleagues and politicians in respect of all development opportunities. Taking a lead role in the delivery of transformational regeneration projects across the City.
- Identify long term empty homes and work with owners and developers to bring them back into use
- Utilise the GM Housing Fund for development finance to help unlock mainstream institutional finance to fund new homes in Manchester.

All of the activities outlined above will be supported by the Policy and Performance, Research Intelligence teams through delivery of appropriate and up to date planning policy and strategic frameworks including the new Manchester Local Plan and production of credible and relevant intelligence that supports decision making, evidences change and supports the development of key strategic documents

Key measures of success	17/18	18/19
The number of new homes built in Manchester	2,865	2,897
Affordable homes delivered according to government definition	297	338
Percentage of properties empty for 6 months or longer	0.61%	0.56%

Neighbourhoods

Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of:

- Enable clean, safe, vibrant neighbourhoods

Multiple services and directorates work together to deliver the Neighbourhoods corporate plan priority.

The three Neighbourhood Teams (North, Central, and South) manage and develop the city's neighbourhoods and work with services delivered locally to respond to the needs of different places and play a significant role in the delivery of Bringing Services Together for People in Places.

A number of citywide teams take a lead role in delivering specific elements of the neighbourhoods priority.

Together, Waste, Recycling and Street Cleansing, Compliance and Enforcement and Community Safety play a significant role in ensuring our neighbourhoods are clean and safe. Libraries, Galleries and Culture, Markets, Parks, Leisure, Youth and Events work together to make sure our neighbourhoods are vibrant places where people want to live, work and visit. Some of the recent achievements include;

- Increased the number of library visits by over 270,000 from 2017/18 to reach 3.2million in 2018/19, and increasing the number of visits to Manchester Art Gallery over the same period by over 20% to reach 731,003 in 2018/19.
- Voted as within the top 3 Christmas Markets in Europe in 2019 and consistently being voted in the top ten.
- Partnered with 37 organisations to facilitate or deliver a programme of 60 calendar events that attracted over 1.3 million people over 168 days of live events, raising the profile of the city on the regional, national and international stage.
- Ensured 1,491 littering prosecutions and 241 prosecutions for waste offences
- Made 3,130 visits to inspect food businesses and seizing 8,555 unsafe items from other trade premises.
- Attracted over 7,000 volunteers to support more than 200 events during the Great British Spring Clean campaign in 2019 - the city's best performance yet.
- Improved the cleanliness of the city's streets from 2018 levels and having cleaner streets than the national average according to an independent survey in 2019.

Strategic Communications, Reform and Innovation, Performance, Research and Intelligence (PRI), Legal Services, Corporate Estates and Facilities Management all play an enabling role in delivering this priority.

Activities supporting delivery of this priority

Ensure our neighbourhoods are vibrant places where people want to live, work and visit

- Deliver the city's cultural strategy agenda. This will be supported through the effective management of the Council's strategic cultural investments and grants, the development of partnerships in the city and internationally (including with Denmark, China and Music Cities) and the delivery of the Cultural Impact Survey.
- Develop and maintain a strong cultural offer at a neighbourhood level through the city's libraries, galleries and cultural attractions. This will be supported through working with our local communities and partners (such as artists, Cultural Leaders Group, Arts Council England and Manchester International Festival) to widen access to and participation at libraries, galleries and cultural attractions.
- Continue to develop Manchester's libraries so that they offer creative spaces and, as a UNESCO City of Literature, promote literacy and reading for pleasure through the Read Manchester programme and a range of cultural events and community writing projects.
- Commission and deliver a comprehensive programme of activities and volunteering opportunities to engage all residents and target under-representation. This will include improving the offer for young people and

enhancing holiday activities available to them, launching accessible physical activity sessions as part of the Local Delivery Pilot and running initiatives targeted at women and girls to promote their use of and their volunteering at parks and leisure facilities.

- Implement the Events Strategy, establish the Events Commission and deliver a vibrant events programme including civic and community events which promote citizenship, participation and feedback across the city's diverse communities. This will be achieved through working together with stakeholders such as Marketing Manchester, Manchester Business Improvement District and various accommodation providers.
- Manage our parks and leisure facilities to ensure they are great places to visit, get active and enjoy.
- Deliver a range of enhancements and new public realm schemes such as the Medieval Quarter, Lincoln Square and Piccadilly Gardens.
- Manage, revitalise and maintain the Council's heritage estate and provide specialist advice on key heritage projects (e.g. Our Town Hall, Crossley House, Varna Street and Victoria Baths).
- Take a lead role in transforming and regenerating local district and town centres (such as Harpurhey, Newton Heath and Wythenshawe).
- Provide diverse, accessible, exciting and contemporary markets in order to enhance the experience in the City Centre and across new sites.
- Engage with residents and local businesses to increase their participation in neighbourhoods, build their resilience, celebrate their strengths and reduce demand on key services.
- Work with key stakeholders from a neighbourhood perspective to ensure that city wide service development and delivery plans take account of local needs and emerging priorities.

Ensure our neighbourhoods are clean and safe

- Make Manchester the country's first 'Tidy City' by 2020 through the council's partnership with the Keep Britain Tidy charity.
- Deliver the fly-tipping intervention project to reduce fly-tipping of both domestic and commercial waste and invest in 'target hardening' solutions for fly-tipping hotspots.
- Ensure effective waste collection, increased recycling and street cleansing through our contract with Biffa and the Greater Manchester disposal contract with Suez.
- Increase compliance of food businesses with regulations and implement the food safety intervention programme.
- Reduce the supply of unsafe consumer products, illicit tobacco and the sale of age restricted products to those under age.
- Support outreach teams in the City Centre and Neighbourhoods to address rough sleeping and begging.
- Use appropriate tools and powers to reduce crime and antisocial behaviour (ASB).
- Work with partners and voluntary and community sector organisations to strengthen community cohesion and challenge hate, prejudice and extremism across the city's diverse communities.
- Tackle Domestic Violence and Abuse through initiatives such as Cut It Out

<p>campaign and a pilot approach to address child/adolescent to parent violence.</p> <p>All of the activities outlined support the delivery of integrated services in neighbourhoods, Bringing Services Together for People in Places, and will be enabled by corporate and supporting functions including the provision of specialist property advice, dedicated policy and project support and provision of intelligence, evaluation and performance information.</p>		
Key measures of success	17/18	18/19
Antisocial behaviour incidents per 1,000 people	9	9
Number of flytipping incidents per 1,000 people	32.1	34.8
% of residents attending a cultural event N.B. It is unknown whether data for years after 2017/18 will be available.	50.8%	N/A
% of residents using a public library service N.B. It is unknown whether data for years after 2017/18 will be available.	40.7%	N/A
Percentage of household waste recycled	38.6%	40.1%
Piccadilly/Oxford Rd NO ² annual hourly mean concentration (µg/m ³)	36% / 65% (2017)	35% / 62% (2018)
Total number of visits to Manchester's libraries, galleries and sports and leisure facilities	7,011,414	7,274,428

Connections

Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks:

- Improve public transport and highways, and make them more sustainable
- Facilitate the development of the city's digital infrastructure, to enable delivery of transformed public services and support a thriving digital economy

For a city to be successful it needs to be well connected – internationally, nationally and locally. Residents and businesses have helped develop a number of relevant strategies including the Greater Manchester 2040 Transport Strategy, which was adopted in 2017, and a refreshed City Centre Transport Strategy will be published in 2020. We have also been working with our partners to support the city's digital aspirations and ensure that Manchester has the digital infrastructure and digital skills to access global opportunities

Together, Highways, Operational Services (Highways Maintenance, Grounds Maintenance and Fleet), City Policy, City Centre Growth and Regeneration, the Development Team and Parking Services, play a significant role in **connecting the city through good quality roads and sustainable transport systems**. Recent achievements include:

- National Transport Award for 'Excellence in Cycling and Walking' in recognition of the Oxford Road Scheme, and scored highly on the 2019 National Highways and Transport Network (NHT) Public Satisfaction Survey.
- Repaired over 15,000 recorded highway defects in 2018/19.

In addition to transport connections, there is also a pressing need to increase broadband coverage in Manchester at a faster pace to secure the city's status as a leading digital centre.

Together, ICT, City Policy, Libraries, Galleries and Culture, Corporate Estates, Customer Service Organisation and Strategic Communications play a significant role in **connecting the city, transforming public services and growing the city's digital economy via digital infrastructure**. Recent achievements include:

- Increased the availability and take up of superfast broadband (>30Mbits/s) to residential and SME premises throughout the city in 2018:
 - Residential from 88% in 2015 to 95%.
 - SME from 34% in 2015 to 52%.
- Increased the percentage of financial and non financial transactions which were made via the council's website from 45% in 2017/18 to 50% in 2018/19, supporting our users to shift channels to digital services.
- Utilised Department for Digital, Culture, Media & Sport (DCMS) grant funding to launch the first phase of Manchester Tech Hub, providing flexible work space for Technology and Digital start-ups.
- Supported the transformation of public service delivery through the implementation of digital initiatives and solutions. Examples of these include Tell Us Once, Liquidlogic - the social care case management, charging and payment software and a data sharing pilot with HMRC which was successful in improving Council Tax Collection.

Activities supporting delivery of this priority

Connecting the city through good quality roads and sustainable transport systems

- Deliver year four of the agreed 2017-2022 Highways Network Investment Programme (including a small patching programme and drainage works).
- Implement projects and schemes to improve the highways network's journey time reliability, accessibility, connectivity and user satisfaction.
- Continue to create, design and deliver sustainable and active transport through increased cycling and walking routes.
- Deliver the planned airport improvement works.
- Coordinate Manchester's and Greater Manchester's input into HS2 & Northern Powerhouse Rail scheme development.
- Undertake strategic land acquisitions and lead regeneration projects to connect the city, facilitate growth and housing delivery.

- Effectively enforce parking and bus lane restrictions to keep the city's roads moving and safe.
- Lead the city's work on the Clean Air Plan, City Centre Transport Plan and the promotion of cycling and walking.
- Ensure all fleet vehicles meet the required emissions standards in preparation of the introduction of the Greater Manchester Clean Air Zone.

Connecting the city, transforming public services and growing the city's digital economy via digital infrastructure

- Develop and deliver effective online systems which enhance the customer experience and support channel shift towards digital services.
- Deliver the Resident and Business Digital Experience Programme which aims to make the Council a leading digital public services organisation that provides our residents, businesses, members and partners an easy to use, fully integrated set of digital public services which reduce our internal demand costs and increase customer satisfaction.
- Implement text messaging for debt recovery and other digital initiatives such as the implementation of new social care computer systems.
- Implement the government's 'Making Tax Digital' requirements working with ICT and other services to ensure systems are compatible.
- Develop consistently engaging digital content to ensure the council is a trusted and influential service provider at the heart of existing local community networks.
- Produce a new three-year communications strategy which will continue to embed the use of digital communications to reach people at the right time in the way that works best for them to support an ongoing increase in participation and engagement.
- Invest in technology to support targeted digital delivery such as Granicus - software which supports the creation of engaging digital communication campaigns.
- Introduce the MCRactive digital platform to provide robust and effective data analysis and to measure impact.
- Complete the Arbeta redevelopment at One Central Park to deliver employment opportunities in the digital and creative content sector.
- Deliver Smart Cities projects and develop a Digital framework for the city.
- Improve digital access, inclusion, participation and literacy through work led by Libraries, Galleries and Culture.

Activities supporting delivery of this priority	17/18	18/19
Road network beyond mid-life grading (A, B, C, U roads - excluding footways)	27.14%	19.2%
Number of people Killed or seriously injured on Manchester's roads (per 1,000,000 population)	349 (2017)	345 (2018)
Number of cyclists killed or seriously injured on Manchester's roads (per 1,000,000 population)	85 (2017)	75 (2018)
Percentage of journeys into Manchester city centre by bicycle	1.85%	2.03%

Percentage of residents with access to high-speed broadband >30Mbits/s	92%	95%
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Growth that Benefits Everyone

Boost the city's productivity and create a more inclusive economy that all residents can participate in and benefit from, and contributing to reductions in family poverty, as set out in **Developing a More Inclusive Economy - Our Manchester Industrial Strategy**:

- Support good-quality job creation for residents, and effective pathways into those jobs
- Facilitate economic growth of the city

Connecting all Manchester residents to the opportunities of economic growth in the city is a core aim of the **Our Manchester Strategy 2016 -2025**.

Manchester's overall success and resilience during the past decade has been underpinned by the strength of its economy. A thriving economy is essential for the creation of jobs, attracting further investment, and driving population and residential growth. The city centre is the economic growth engine for both the city and wider region. With a £6billion economy, the city centre employs more than 140,000 people, predicted to rise to more than 150,000 over the next decade. This figure accounts for 40% of employment within the city and 10% of Greater Manchester's total employment (**Greater Manchester Forecasting Model 2018**). Total employment in Manchester has continued to increase, with our fastest growing sectors including business, financial and professional services, and cultural, creative and digital. Manchester continues to be a major international city, with Manchester Airport acting as the gateway into the North of the UK; we recently became the most popular inbound tourist destination in the UK outside of the capital.

However, despite economic growth, Manchester has the highest concentration of highly deprived neighbourhoods in the city region. Poor health outcomes, poor skills levels, and a significant gap between resident and workplace wages present a significant challenge to achieving more inclusive growth.

The next step of Manchester's economic journey is to ensure that the economy is as inclusive as possible, connecting the city's residents to high quality opportunities.

Developing a More Inclusive Economy - Our Manchester Industrial Strategy

was published in autumn 2019 and sets out how this objective will be achieved. In addition, the **Adult Education & Skills Plan** aims to develop a work and skills system which meets the growth needs of all businesses and enables residents from all backgrounds to obtain the skills and attributes employers require.

The city's Zero Carbon ambition will be a driver of economic growth and will facilitate job creation, recognising that good growth is green growth.

This priority is delivered by services across the Council but certain services,

particularly those within the Growth and Development directorate, take a lead role.

Achievements in the last year include:

- Creation and approval of a number of strategic regeneration and development frameworks to guide a comprehensive and holistic approach towards regeneration across the city centre.
- Construction start on site of The Factory, a nationally unique, flexible arts and performance facility which will strengthen our creative industries.
- The percentage of the working age population skilled to level 4 and above has increased to 44.1%, up from 39.9% in 2017
- Fewer residents out of work and claiming a health-related out of work benefit (Employment and Support Allowance) - down from 7.7% in February 2018 to 6.7% in February 2018
- Fewer residents with no formal qualifications - 10.5% of the working age population in 2018 compared to 11.1% in 2017, and 25% in 2004
- 400,000 people in employment (2018), up from 395,000 in 2017
- The Oxford Road Corridor Enterprise Zone has continued to attract new occupants to the cohesive cluster of science and technology businesses, academics, clinicians and world leading health institutions. The Works in its new location in Ardwick supports local residents access jobs in the universities and with the construction companies working on site
- Manchester remains the largest office market of any city outside London, with headline prime rents of £35 per square foot reflecting high demand
- Raised the profile of social value significantly within the Council and externally with our partners and commissioned providers / businesses to drive a more inclusive economy through supply chains

Activities supporting delivery of this priority

- Support effective pathways into jobs for Manchester residents through a range of actions including:
 - Engaging employers in the provision of post-16 /adult education to support their current and future needs
 - Making learning more accessible for adults in low skilled, low paid jobs and provide career progression
 - Working with employers to promote the Living Wage and the GM Good Employment Charter
 - Co-designing courses and providing work experience opportunities to develop job readiness in our growth sectors for young people & adults
 - Work with anchor institutions to maximise employment & supply chain opportunities for families living in poverty
- Work closely with public and private sector partners to identify opportunities to stimulate regeneration initiatives across the city to drive our inclusive economic, social and environmental ambitions. This includes:
 - Driving delivery of commercial development, particularly office and employment accommodation, to support inclusive growth across the city.
 - Identifying development opportunities to promote growth across the city, in particular around the Etihad Campus and through Joint Venture partnerships at Mayfield and St. Johns

- Development of industrial and commercial space for both existing companies who may need to relocate from city centre fringe and for organisations who need to expand or want to move into the area.
- Deliver a range of major projects that position Manchester as a leading international city. Some of these transformational initiatives include:
 - The Factory - a new arts and cultural centre of international importance, it is set to add £1.1 billion to the city's economy and create 1,500 jobs. It will be located in the city's emerging St John's neighbourhood and be the new permanent home of Manchester International Festival (MIF)
 - Piccadilly - a five year programme to develop a major new district for Manchester with a world class transport hub at its heart through the arrival of High Speed 2 and Northern Powerhouse Rail
 - Circle Square - development of a commercially led mixed-use neighbourhood that will house some 2,000 new city centre jobs.
- Deliver a quality, efficient, inclusive and proactive Planning service, acting as enablers for growth and providing a platform for investment in the city to support growth
- Support the creation of new jobs in the city by attracting new employers and inward investment, alongside increasing residents' access to the jobs created; specific focus on our growth sectors and future strengths, including the green economy
- Deliver a vibrant events programme which promotes Manchester as a world class city, as well as a fair and equitable city, where everyone can contribute and share in the success.
- Promote the city on a national and international stage to help attract investment and funding (e.g. Cultural Grants and European Projects)
- Develop, promote and embed corporate priorities in relation to commissioning and procurement, including social value, ethical procurement, and living wage. In particular, in the supply chain of the following services:
 - Operational Services
 - Parks, Leisure, Youth and Events
 - Highways
- Ensure highways infrastructure delivers the Council's Transport 2040 vision and the growth aspirations of the city.
- Increase reading, digital access and literacy through the city's libraries
- Employ Manchester residents for our entry level jobs in School Catering
- Provide Market facilities to support the retail and social economy across the city
- Administer Business Rate reliefs to support businesses and reduce evasion.

All of the activities outlined will be enabled by corporate and supporting functions including City Policy support to the implementation of the Our Manchester Industrial Strategy, production of relevant and responsive intelligence, evaluation and performance information through PRI and wider work across Performance, Policy and Reform on developing social and economic metrics to measuring the inclusivity of Manchester's economy.

Key measures of success	17/18	18/19
Percentage of 50-64 year olds claiming an out of work	24.2%	24.1%

benefit	(May 2018)	(May 2019)
Apprenticeship achievements and rate per 1,000 16-64 year olds	3,720 / 9.7	3,690 / 9.6
Percentage of the Council's procurement spend with local suppliers	71.7% (2016/17)	71.3% (2017/18)
Floorspace of office development granted planning permission (square metres, Class B1)	N/A	562,736 (April to Sept 2019)
Office take-up ('000s of square feet)	751.5	739
Enrolment on foundation courses including Literacy/Numeracy/ESOL	3,151 (Aug to July)	3,026 (Aug to July)
Businesses assisted to improve (min. 12 hours support provided)	190 (2017/18)	343 (2018/19)

Well-Managed Council

Support our people to be the best and make the most of our resources:

- Enable our workforce to be the best they can be through the Our People Strategy and Our Manchester behaviours
- Effectively plan our future budgets and balance our current budget, delivering savings, transformation of the organisation, reductions in demand through reform, and generating income

Our Transformation is a new Council-wide portfolio of programmes which has been set up to look at our existing business processes and organisational approach with a view to changing how we work as an organisation to ensure we can deliver our corporate priorities and specifically ensure that we are a 'well managed council'. This aligned with the **Our People Strategy** and **ICT Strategy** sets out a compelling vision for a future workforce and workplace where systems, processes and cultures are fully aligned with Our Manchester behaviours and where people have the skills, opportunity and support to perform at their best.

Although this is a priority for the whole organisation, the Corporate Core has a key leadership and direct delivery role in delivering the well-managed council priority through diverse services.

Achievements in the last year include:

- Set a balanced budget for 2019/20 and won the national CIPFA award for Achievement in Financial Reporting and Accountability

- Answered 729,818 calls and handled 110,307 email, web, social media and written contacts. 99.2% of callers surveyed were either satisfied or very satisfied with the level of service received.
- Successfully delivered Local Elections, European Parliamentary Election at short notice and a General Election.
- Delivered new social care case management and payment/charging systems across adults and children's services
- Dealt with more than 60,000 live benefit claims across housing benefit and council tax support and collected
 - £181.1m in Council Tax
 - £373.5m in Business rates
 - £19m adult social care charges
 - £3.6m housing benefit overpayments
 - £633m miscellaneous income
- Delivered the Our Manchester Grants Programme
- Over 3,000 staff attended the Our Manchester Experience
- Developed an Employee Health and Wellbeing strategy recognised as best-practice in the field, including a comprehensive offer around mental health
- 431 apprentices started across the last two and a half years and the graduate scheme was relaunched

Activities supporting delivery of this priority

- Continue to deliver Our Transformation through strengthening accountability and the role of our managers, improving our ways of working including the introduction of key new ICT infrastructure, improving our processes and developing a longer term model for the core, leading to efficiencies
- Continue to deliver the strategic vision for the city by collaborating with internal and external partners to: create new strategies and policies; attract funding and resources; implement complex projects and programmes; and create effective strategic partnerships.
- Drive service reform across the Council and with partners and residents
- Provide financial support, insight and intelligence to maximise budgets and deliver on the Council's priorities
- Promote information as an asset working with stakeholders to recognise the importance of data and intelligence in decision making and development of service provision.
- Drive the Our People Delivery Plan, in particular work to:
 - Reduce sickness absence levels
 - Develop a more diverse workforce, at all levels, particularly in relation to BAME and Disability representation
 - Support health and social care workforce integration and the Manchester Locality Workforce Plan
 - Create a strengthened approach to development, talent management and succession planning
- Support and enhance the reputation of the Council, through effective strategic communications, professional executive support for the Chief Executive and Senior Management Team and successful civic and ceremonial events and programmes.

<ul style="list-style-type: none"> ● Provide stable, scalable, secure and resilient ICT services, including migration to the new data centre ● Deliver innovation and excellence in public sector legal services that provides value for money ● Provide a first class procurement service to the council and its partners, from supporting services in the upfront design to delivering successful contract awards. ● Deliver key Corporate Estates projects and programmes including the refurbishment at Alex House, the refurbishment of Hammerstone Road, the Gorton Hub, the Asset Management Programme and support the Town Hall Project 19/20 ● Deliver all statutory services related to the registration of births, deaths and marriages and Coroner Services, and to meet the required statutory and non-statutory targets. ● Deliver effective and efficient customer services and develop effective online systems which enhance the customer experience and support channel shift towards digital services ● Maximise the collection of money owed to the Council and manage the expected reduction in new claims and caseload driven by Universal Credit 		
Key measures of success	17/18	18/19
Best Companies Index Score (B-Heard Staff Survey)	630 (2018)	644 (2019)
Average days lost due to sickness absence per employee (i.e per Full Time Equivalent) (12 month rolling total)	12.23	12.41
Financial year to date agency spend (£'000)	£15,974,000	£15,097,000
The number of staff who were provided with an OM Experience in the year	613 (Sept 17 - Mar 18)	1,787
Year end % budget overspend / underspend	2.27% (over-spend)	1.03% (over-spend)
Percentage of the council's targeted savings in the year which were realised	73.6%	45.10%
Percentage of annual due Council Tax collected	93.01%	92.81%
Percentage of annual due Business Rates collected	96.6%	96.91%
Stage 1& 2 corporate complaints & response within target	85.9%	79.2%

How we will deliver the plan

Our People

Our Council Business Plan for 2020-21 is ambitious. We will only deliver on our ambition with the right resources in place - the most important of which are our people.

Our People Strategy is being refreshed for 2020-21 - the final draft of this plan will refer in more detail to the objectives of this strategy and how it aligns to our priorities.

In order to deliver the practical actions described in this plan there are a number of immediate priorities for delivery to support our workforce:

- Improve the health and well being of our staff including a reduction in absence levels across the organisation. Currently the average employee loses c.13 days per year which is well above the national average and the highest levels within Greater Manchester. Through a continued focus on health and well being, especially mental health and more targeted work with our workforce linked to the strategy for our residents.
- Reduce reliance on temporary staff including overall reduction in agency spend, including recruitment campaigns across some areas of over reliance including Highways, Legal and Adult Social Care.
- Refresh and relaunch of our management and leadership development to develop our managers in the context of Our Manchester and Our Transformation whilst ensuring we get the basics right in terms of training and development with a particular focus on people and financial management
- Reaffirm our commitment to ensure our workforce reflects our communities with a particular focus on the development of our BAME staff and staff with disabilities ensuring they have access to development opportunities
- Continue our commitment to staff engagement, building effective plans against our most recent Staff Survey ('BHeard') but continuing our programme of listening in action and Directorate based engagement. Through the work of Our Transformation there will be greater engagement with a range of staff from across the organisation to ensure our systems, processes and decision making are clear and to make both staff and managers more efficient in their roles.
- Commitment to develop the digital skills of our staff to ensure they are able to access and benefit from the full range of support, rewards and benefits of being an employee of MCC but also in their everyday lives. The ambition for our workforce will mirror that for our residents.

Our Technology

The importance of technology, systems and data should not be underestimated if the City Council is to achieve the aspirations of growth, reform and health and social care

integration from both a Council and GM perspective. ICT investment is critical to enabling the delivery of the Directorate's priorities and budget strategies as it acts as a key enabler to service transformation, efficiencies and operational delivery. It is important that ICT investment is aligned to the Directorate, ICT and wider City strategies and focuses on where it can provide the most value.

During 2019/20 ICT investment and progress has been made across the portfolio and examples are provided below where the initiatives have been a mixture of systems to underpin transformational agendas, the implementation of fit for purpose systems or to establish compliance in line with the ICT strategy.

- A new Coroners system has been implemented.
- The Treasury Management solution was migrated to the Cloud
- All laptops and desktops were upgraded to windows 10
- Migration of virtual server environment to new, up to date resilient hardware
- Various critical application upgrades e.g. SAP Netweaver, Academy
- Implementation of the new Children's and Adult Social Care case management system; and a new Social Care payments system
- Completed district Libraries technology refresh
- Implementation of the new Rent Accounting System.

During 2020/21 ICT will continue to work closely with Directorates in order to identify solutions that comply with the information and ICT design principles and to help to develop robust business cases to support their development, including:

- Embarking on the Resident and Business Digital Experience Transformation programme to improve the Council's current digital services and transactions placing our resident/business journey at the heart of this transformation by designing an integrated set of digital public services which are supported by an organisation that can deliver a consistently positive experience.
- The deployment of new functionality within the Liquidlogic Social Care system, which will better enable the council to do business both with providers and partners.
- Continue to support the deployment of the Manchester Care Record (CareCentric provided by Graphnet) across Adults service; as well as looking at how this might support children's services in the future.
- Implementation of the Liquidlogic Early Years and Education System (EYES), which will provide an integrated EYES and Social Care system.
- Continue to support the Technology Enabled Care (TEC) programme; with ICT focusing on the design of a digital platform which will aggregate data from TEC devices, providing both proactive and reactive alerts, which will support Manchester residents to live independently
- Continue and complete the new Information Governance and Complaints platform to manage complaints and information governance requests in line with the new GDPR regulation.
- Complete the migration of all ICT services out of the current data centre to a new secure and resilient data centre
- Procuring, planning and designing a new, resilient, flexible and cost effective local and wide area network and introduce a consistent and reliable wireless infrastructure.

- Implement a new up to date, reliable telephony solution with contact centre capability
- Reviewing SAP and assessing the way forward
- Delivering the Microsoft 365 platform aimed at transforming the way the organisation works, including the rollout of new devices.
- Procure, design, deliver and test a replacement to the FLARE neighbourhoods enforcement application. The biggest application in Neighbourhoods this project will enable improved service delivery, more agile and mobile workforce and increased application resilience.
- Review of FM from an ICT perspective with a view to developing a stable and supported platforms for CCTV, access control and Building Management Systems.

Equality, Diversity and Inclusion

We will continue to ensure that the Council meets its obligations under the Public Sector Equality Duty, building on our successes at fostering good relations between Manchester's communities of identity and maintaining fair and equal access to Council functions. Through ongoing customer monitoring, satisfaction and engagement approaches, we will strengthen and utilise our growing evidence bases at both Corporate and Directorate levels to identify the differential experiences of individual identity groups in Manchester accessing Council services, and proactively respond to make these as fair and equitable as possible.

Based on our evidence and engagement, we will publish and promote a refreshed set of equality objectives for the Council, that reflect our stakeholders' voices. We will communicate these to our residents and workforce to give assurance and clarity about the Council's key areas of focus on equality, diversity and inclusion (EDI) in the coming years.

We will strengthen the methodology and governance around our approach to undertaking Equality Impact Assessments (EIAs), ensuring that all Council functions are engaging with, and assessing the impact of their services for Manchester's communities of identity as appropriate. We will extend the range of identity groups considered by the EIA framework to be more reflective of Manchester's key stakeholder groups.

Building on extensive evidence-gathering in 2019-20, we will undertake a series of workforce equality initiatives, in particular work to improve the representation, progression and workplace experience of our BAME and disabled employees. These initiatives will be supported by adaptations to our EDI learning and development offer and continuing our work on promoting EDI through our communication channels. We aim to mainstream EDI considerations in the workforce, making our role as an inclusive employer every employee's business as usual.

We will continue to work in partnership with and in support of Manchester's Voluntary, Community and Social Enterprise (VCSE) sector organisations. Recognising the vital role that the sector plays in meeting the needs of Manchester's diverse communities in an accessible and culturally competent way, we will maintain our support through the Our Manchester Funds Programme.

We will continue to work with Manchester's communities to deliver or support events and celebrations that promote the City's diversity of identities, cultures, traditions and languages. Building on an already established programme of events, we will seek to support new initiatives to ensure that the broadest range of identities is celebrated in the City.

The Council has begun to establish good partnership working relationships with its public sector partners on the EDI agenda, which will be strengthened going forwards. In particular, joint working across health and social care has opened up opportunities for EDI practitioners across organisations to collaborate and share, with a schedule of joint EDI deliverables being developed and delivered in 2020-21.

Our Corporate Risk Register

We will continue to evaluate and respond to those risks that could impact the achievement of Corporate Plan priorities. We will do this through delivery of our risk management strategy including the regular review, refresh and reporting of risk exposures.

The latest refresh of the Corporate Risk Register confirmed the following key risks that are being overseen by Strategic Management Team.

Theme	Risk Description	Risk Impact x Likelihood
Our Finances and Resources	Planned savings are not achieved resulting in increased pressure on reserves and requirement for unplanned savings and cuts to services to made to achieve a balanced budget.	4x4=16 High
Our Performance	Consequences of Brexit impact negatively on a range of budget and other assumptions for the Council, partners and residents of the City. These include impacts on business rates, care and health budgets, airport revenues and welfare budgets; as well as wider impacts on recruitment and retention, economic development, housing and infrastructure projects.	4x4=16 High
Our People	Capability of the workforce is not aligned effectively to key priorities and organisational requirements. This includes: <ul style="list-style-type: none"> ● capacity in core managerial and technical disciplines; ● leadership capacity and capability to drive change and transformation; and ● workforce motivation and engagement. 	4x4=16 High
Our Partnerships	Failure to achieve the desired and intended outcomes of health and social care integration increases further pressure on Council and health budgets; and	4x4=16 High

	impacts on the ability to achieve improved health outcomes for Manchester residents.	
Manchester People	Loss of required <u>access to ICT</u> systems impacts on the ability to operate services and deliver to Manchester residents. This could arise from risks relating to core infrastructure (network and applications), hardware obsolescence (WYSE terminals), system availability (unsupported systems, insufficient licenses) or cyber-attack.	4x4=16 High
Our Performance	Lack of understanding or buy-in to <u>organisational vision and priorities</u> or alignment with partners means overall efforts are not focused efficiently and effectively in key areas and impacts the ability to deliver Corporate Plan Priorities and goals linked to Our Manchester and GM Strategy.	4x3=12 Medium
Our Partnerships	Key <u>suppliers</u> of goods and services or other partners fail to develop or deliver required services, due to lack of financial resilience or other factors, impacting the onward ability of the Council to secure required services to Manchester residents. A key risk given inflationary pressures, Brexit and lack of competition in some markets.	3x4=12 Medium
Legal and Regulatory	<u>Information governance and information technology security</u> arrangements, including behaviours of the workforce, partners and suppliers, are insufficient to prevent serious avoidable data losses, breaches or authorised access to systems or data.	3x4=12 Medium
Our Performance	Current or proposed <u>ICT systems</u> essential to business operations and legal compliance are not implemented or maintained (due to being out of support or lack inherent resilience) due to limitations in availability of financial and ICT resources.	4x4=16 High
Our People	Changes in <u>senior leadership</u> impact adversely on the capability required to promote and sustain positive organisational change and transformation.	4x3=12 Medium
Manchester People	Inability to maintain and demonstrate organisation-wide arrangements to <u>safeguard children and vulnerable adults</u> result in harm to those most in need with associated impact on families as well as financial and reputational damage to the Council.	4x3=12 Medium

Our Performance	<u>Implementation of new case management system</u> (Liquid Logic) does not have the anticipated impact and fails to deliver the necessary improvements in practice, recording, reporting, management oversight and performance.	3x4 = 12 Medium
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**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 9 January 2020

Subject: Growth and Development Budget Report 2020/21

Report of: Strategic Director (Growth and Development)

Purpose of Report

This report sets out the Growth & Development medium term financial plan and budget proposals for 2020/21. The report should be read in conjunction with the Council's overarching Business Plan report

Recommendations

The Committee is invited to review and comment on the directorate budget report.

Wards Affected: All

Manchester Strategy Outcomes	Summary of the Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Providing leadership to support, promote and drive the role and continuing growth of the City centre as a major regional, national and international economic driver; as the main focus for employment growth through a strengthening and diversification of its economic base and through the efficient use of land.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Supporting the delivery of a Schools Capital Programme which will provide new and expanded high quality primary and secondary school facilities for a growing population through the identification of suitable sites which can support our wider transformation proposals for neighbourhoods in the City. Work and Skills are supporting the Manchester College to develop a City Centre campus to deliver higher level skills required by the City's growth sectors. Manchester Adult Education are raising skill levels of Manchester residents and ensuring they are connected to education and employment opportunities across the City.

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Creating places where residents and partners actively demonstrate the principles of Our Manchester. Providing opportunities for our residents furthest from the labour market to access work, skills & progression opportunities.
A liveable and low carbon city: a destination of choice to live, visit, work	Actively manage the impact of a growing population and economy to minimise the City's carbon emissions through planning and working with partners across the City to move towards becoming a zero carbon City by 2038.
A connected city: world class infrastructure and connectivity to drive growth	Contribution to population and economic growth by providing an expanded, diverse, high quality housing offer that is attractive, affordable and helps retain residents in the City, ensuring that the growth is in sustainable locations supported by local services, an attractive neighbourhood and the provision of new and enhanced physical and digital infrastructure.

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

- Equal Opportunities
- Risk Management
- Legal Considerations

Financial Consequences for the Capital and Revenue Budgets.

The proposals set out in this report will be considered as part of the City Council preparation of the 2020/21 budget which will be submitted to the Executive on 12th February 2019.

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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.

Strategic Development Budget and Business Planning: 2018-2020 - Executive – 7 February 2018

Strategic Development Business Planning 2019/20 - Executive 13 February 2019

1. Introduction

- 1.1 The majority of Growth & Development budget will be considered by this Committee, but members should be aware that the Operational Property, Facilities management service and investment estate are to be considered by Resources & Governance Committee, and Housing & Residential Growth are under the remit of Neighbourhood scrutiny committee.
- 1.2 The report also includes those areas of service which are in the remit of Economy Scrutiny Committee but not within the Growth and Development directorate, namely business units from Neighbourhood Service and details of this area is set out in section 4 of this report.
- 1.3 This report provides the draft 2020/21 revenue and capital budget proposals for the Growth and Development Directorate. As part of drafting the proposals a comprehensive review has been undertaken across all service areas in order to ensure that the existing budgets are realistic and sufficient to ensure that the service area can deliver its objectives in supporting the City Council Corporate plan priorities. Where pressures have been identified, work has been undertaken to identify mitigation from within existing budgets and details are included within the report.
- 1.4 The Growth and Development directorate budget strategy is a continuation of the preceding three-year budget strategy, whereby officers will continue to seek to manage budget pressures whilst ensuring all income generation is maximised to support the wider Council budgets.
- 1.5 The current budget proposals are a one-year budget plan to reflect the Government's Spending Round for local government, although this plan does form part of a longer term budget strategy that seeks to protect front line services. In order to provide this protection, the main areas of review for identification of savings and efficiencies are through either growing the commercial opportunities to increase the levels of income, or improving internal processes to ensure functions are delivered more efficiently.

2. Background and Context

- 2.1. The Directorate has a pivotal role in driving the **sustainable economic growth of the city** by securing new commercial development, attracting inward investment and generating employment growth across the city. Growth and Development is delivering the City Council's Residential Growth Strategy which underpins the city's economic growth trajectory. The management of the City Council's land and property assets to promote growth is closely aligned with the management of the City Council's operational and investment estates. The planning, building control and licensing functions further enhance the strategic planning and place shaping function.
- 2.2. The Work and Skills and Adult Education services ensure that **Manchester residents directly benefit from the economic growth and development of the city and associated jobs creation**. The Directorate also works with a

range of stakeholders to enable people to better support their **children's learning, fulfilling their potential** and to be active citizens contributing in their communities. For an increasing number of residents, this means support to manage the impact of welfare reform and transition to universal credit.

- 2.3. Growth and Development has the central role in **ensuring the delivery of the right mix of safe, secure and affordable housing for Manchester residents to have a good choice of safe and secure homes. We will accelerate and sustain the delivery of more housing, including enough which is affordable for our residents on low and average incomes** and will intervene, where necessary, to speed up the delivery of housing across the city, including developing homes ourselves.
- 2.4. The directorate recognises that we have a responsibility to support some of our most vulnerable residents, those at risk of, or **experiencing homelessness, and we are dedicated to enabling better housing options and better outcomes**. The recent review of the Housing Allocations Scheme is to ensure that the correct level of rehousing priority is given to vulnerable people.
- 2.5. The Directorate also works directly with colleagues in the Neighbourhoods Directorate in the planning and delivery of new **neighbourhoods** making sure these meet the needs of our diverse and complex communities. We work proactively in partnership with businesses, residents and partners to make sure our developments meet local needs to deliver neighbourhoods people want to live in and are designed to enable quality neighbourhood management services (such as waste collections and recycling).
- 2.6. As the Directorate with the key role for creating places where people will live or work our developments must consider the impact on **highways, public transport and digital connectivity**. Through working with partners both internally and externally, maximise the impact of the provision of new and enhanced physical and digital infrastructure such as good local, regional, national and international transport connections, bus reform, Metrolink expansion, and new walking and cycling infrastructure, within the framework of the refreshed City Centre Transport Strategy and emerging Clean Air Strategy.
- 2.7. Supporting Manchester's commitment to be a zero carbon City by 2038 is a priority for the directorate by reducing the Councils direct CO2 emissions through continued rationalisation of the operational building estate and improving energy efficiency in council owned buildings. The directorate will also use its influence and leadership role across the city to encourage others to reduce CO2 emissions in industry, commercial and residential sectors through developing planning policy and influencing contractors through procurement and commissioning arrangements.
- 2.8. The directorate strives to be **well managed, to balance our budgets** and to provide additional efficiencies and **increase income** from the council's property portfolio to help underpin the council's budget.

- 2.9. The Directorate also actively supports the Our Transformation programme through the ongoing review and rationalisation of our operational estate from which the council delivers its services. We constantly review our operational estate to ensure the Directorates have the right building assets to deliver quality services and the Corporate Plan. We also actively encourage our teams to work differently, and in an agile and flexible way as part of demonstrating our commitment to Our Ways of Working.
- 2.10. The **Our Manchester behaviours** are at the heart of how we work. As a directorate we are committed to put people at the centre of everything we do, recognising that people are more important than processes, procedures or organisational boundaries. We are committed to listening, then learning, then responding to the needs of our residents and creating the capacity, interest, enthusiasm and expertise for individuals and communities to do things for themselves. We are committed to working together more, by building long term relationships and having honest conversations which provides a say and role to both those who need services and those who provide them.

3. Revenue Strategy

- 3.1. Growth and Development Directorate has a gross budget of £57.6m, and a net budget of £8.179m with 654 fte's. The breakdown by service area is provided in the table below:

Table 1: 2019/20 Base budget

Service Area	2019/20 Gross Budget £'000	2019/20 Net Budget £'000	2019/20 Budgeted Posts (FTE) £'000
Operational Property	12,265	7,206	36
Facilities Management	13,312	9,100	176
Investment Estate	7,634	(11,464)	29
Growth and Development	482	161	3
City Centre Regeneration	790	510	10
Housing & Residential Growth	3,121	1,524	33
Planning, Building Control & Licensing	7,582	(605)	132
Work and Skills & MAES	12,447	1,747	235
Grand Total Growth & Development	57,633	8,179	654

- 3.2. The 2019/20 cash limit budget is £8.179m. This is net of the £1.020m additional income approved as part of the 2019/20 budget process. The Directorate is on target to deliver the proposed increased income and the Directorate is forecasting a breakeven position in 2019/20.

- 3.3. In line with the Government's one year spending review the budget is being set for a one year budget only, although longer term implications are being considered.
- 3.4. Following a review of all Growth and Development budgets, efficiency proposals (including additional income) of £1.695m have been identified over the next three years, of which c£0.990m is proposed for 2020/21. Against this, there are known pressures of c£455k for 2020/21. Of the £455k pressures, £300k is proposed to be mitigated from within the identified efficiencies, and £155k is to come from corporate resources to leave c£0.690m to contribute towards supporting wider Council priorities. Further details on both the identified pressures and proposed 2020/21 efficiency/ additional income are set out in the paragraphs which follow.

Budget Pressures

- 3.5. Following a procurement exercise a new contractor (Engie) was appointed to undertake the repairs and maintenance works for the City Council's Corporate Estate. As part of the initial mobilisation arrangements there have been some additional transitional costs of c£300k, although the contractor is continuing to look for ways of reducing this cost it is expected that these costs will continue during 2020/21. It is proposed that the additional costs are to be funded through existing facilities management budgets and virements will be undertaken to ensure budgets are correctly aligned.
- 3.6. Lloyd St toilets are the City Council only owned public toilets within the City centre and in order to ensure there is 24/7 facilities available within the city centre and to support the homeless agenda it has been agreed that Lloyd St toilets will be opened and in order to do this it was recognised that additional security would be required. The forecast cost of this is £155k per annum and the part year costs have been met from within existing budgets during 2019/20, but as part of the budget options additional resources of £155k are required to fund the ongoing costs.

Efficiency/Income Growth Proposals

- 3.7. Manchester Airport Group (MAG) approached the Council in 2018 with a proposal to re-gear part of the main Airport leases in respect of their non-core investment assets and any increase in lease income is shared with the Greater Manchester districts. In order to facilitate this, it is proposed that the Council grant a lease of these assets for a term of 275 years that will be on standard commercial terms capable of attracting investment to the assets. The grant of this lease has a significant value and the ground rent has been assessed at £0.603m p.a and agreed between the parties. **The additional income due to the City Council will be £340k per annum.**
- 3.8. The City council has been in commercial negotiation around leasing a currently vacant Council asset to new occupiers, it is expected that the annual lease income for these premises will be around **£300k per annum**, but because it is anticipated that new occupier will only take up the space around

September 2020 there is currently **only £150k assumed in 2020/21** with a further £150k to be realised in 2021/22.

- 3.9. A number of City Council housing properties that are managed by Northwards on behalf of the Council have had solar panels installed. The initial investment in the panels was funded by a combination of Government grant and general fund capital resources. These installations provide benefits to the residents in terms of reduced energy bills, and an income stream to the Council in terms of the feed in tariff, providing an **additional £200k per annum income**.
- 3.10. As referenced at 3.5 above in order to meet the additional £300k costs of the facilities management staffing savings of £300k will be identified from within existing facilities management budgets.

Table 2: Proposed budget 2020/21

Service Area	2019/20 Net Budget	Savings / Income Options	Investment and other changes	2020/21 Net Budget
	£'000	£'000	£'000	£'000
Operational Property	7,206			7,206
Facilities Management	9,100		155	9,255
Investment Estate	(11,464)	(490)		(11,954)
Growth and Development	1,617			161
City Centre Regeneration	510			510
Housing and Residential Growth	1,524	(200)		1,324
Planning, Building Control and Licensing	(605)			(605)
Work and Skills and Manchester Adult Education Service (MAES)	1,747			1,747
Grand Total	8,179	(690)	155	7,644

4. Scrutiny Arrangements

- 4.1 As part of looking to support scrutiny committee with their roles all service areas from across the Council under the remit of each scrutiny panel have been included in one overall report.
- 4.2 This section includes both background and proposed budget changes for business units which sits outside of Growth and Development directorate but which forms part of the remit for Economy scrutiny committee. Budget changes arising from business units are not included in the Directorate

summary in tables 2 above.

- 4.3 **Business Units** has a gross budget of £23.677m and a net budgeted contribution of (£3.053m), and there are 414 fte's. Business Units includes the following trading services Bereavement, Markets, Fleet, Pest Control and Manchester Fayre. There are pressures of £0.679m identified within business units, these are mainly around lower than forecast income in Markets and efficiencies of £218k, mainly through increased income. Further detail is provided below in para 4.4 - 4.9 below around operational efficiencies and increased income.
- 4.4 **New Smithfield Market (NSM)** is the largest Wholesale Market in the North West and an important regional, sub-regional and local wholesale market. It is a key component of the secondary food supply chain. It currently employs c600 people and generates around £16.3m gross value added to the Manchester economy. A report has been commissioned around the potential redevelopment of the market which is expected to be brought forward for consideration in 2020/21. This would ensure a modern, fit for purpose, facility that can further enhance the economic value of the site. The current wholesale market halls are in a state of disrepair which limits the income generating potential of the site and substantially increases the annual running costs. The forecast gross budget pressure is c£0.504m per annum, it is anticipated that c£87k of this can be mitigated through increased service charge income in 2020/21, this leaves a **net pressure of c£417k**.
- 4.5 The Sunday morning car boot sale has seen a steady decline in the annual customer footfall in recent years, and this has resulted in 240,000 less customers per year than five years ago. This decline which is reflective of wider societal changes has also seen a reduction in the number of traders, there are currently 160 to 180 market stall traders on any given operating day, although there are 546 trading spaces. The reduction in traders has been dropping consistently over recent years and this has left the market looking sparse in some areas which can result in further decline. Despite this decline the Sunday Car boot market continues to make an overall net surplus and in 2019/20 this is forecast to be c£190k, although this is **c£262k lower than the current approved** budget and it is proposed to mitigate this as part of the current budget proposals.
- 4.6 The overall performance of the retail markets is positive, with a budget contribution of £0.5m to the Neighbourhood Services net budget. However, this does include a subsidy of c£120k in relation to Wythenshawe market. An economic impact report has been completed in respect of the district retail markets which has identified a number of issues with Wythenshawe, particularly around the location of the current market. These considerations will be taken into account in any plans around the redevelopment of the Town Centre.
- 4.7 Grounds Maintenance are scheduled to review the existing machinery requirements and through better utilisation of machinery it is forecast that **£20k efficiency** can be achieved.

- 4.8 **Specialist Markets - £86k** from the continuation of the revised operating model at Piccadilly Market which involved opening for an extra day per week for the first half of 2019/20 and then increasing this to an additional two days for the remainder of the year continuing into 2020/21, an increase in pitch fees for 2020/21 and a negotiated reduction in storage costs for markets equipment.
- 4.9 **Trading Services/Business Units - £112k additional income** with £21k from Pest Control as a result of additional commercial fees and £91k from an overall increase in volume and fees for Bereavement Services.

5. Capital Strategy / Programme

- 5.1. The capital programme for Strategic Development totals £626.8m over the period 2019/20 -2023/24, this includes the Cultural programme, the Town Hall refurbishment, funding to support the Council's corporate property, regeneration funding, and private sector housing. A summary of the current capital budget is shown in the table below, and details of the individual projects will be found in the Capital Strategy and Budget report for Executive in February:

Table 4: Capital Programme

	2019/20 £m' s	2020/21 £m's	2021/22 £m's	2022/23 £m's	Future Years £m's	Total £m's
Culture	31.4	44.4	23.7	-	-	99.5
Our Town Hall	19.8	49.0	95.2	97.1	31.7	292.8
Corporate Property	24.2	29.7	15.4	-	-	69.3
Development	56.5	15.9	18.8	13.5	-	104.7
Private Sector Housing	17.6	23.6	11.3	-	8.0	60.5
Grand Total	149.5	162.6	164.4	110.6	39.7	626.8

- 5.2. During the 2019/20 financial year to date the new Hulme District Office has opened, and work on the refurbishment of Alexandra House have begun. Work on the Factory site has continued, and the Town Hall project is close to achieving notice to proceed. Groundworks for the Civic Quarter Heat Network have begun, and negotiations on the land assembly strategy for the Northern Gateway have progressed.

- 5.3. The Capital Strategy and Budget represents a continuation of the existing approved capital budget. The report to Executive is anticipated to provide information on the expected future investment requirements for the Council, for example in regard to the commitment to deliver new affordable housing stock, to continue to pursue inclusive growth across the City, and to focus future investment to ensure that the corporate estate is fit for purpose.
- 5.4. Work is continuing on reviewing both the capital strategy and proposed budget for 2020/21 onwards, and the outcome of this work will be included in the February scrutiny paper.

6. Impact on Workforce

- 6.1 The framework for how the Council supports its workforce is set out in the People Strategy. This is currently being updated and the revised version will form part of the suite of budget reports. As the 2020/21 budget is a roll forward from 2019/20 there are limited changes to the previously agreed priorities. Recruitment is underway for the additional capacity in Housing and planning that was approved as part of the 2019/20 budget. There are no further implications for the workforce arising from what is set out in this report.
- 6.2 Key workforce priorities for 2020/21 will include:
- The detailed staff survey (BHeard) results are due to be released in December and once available, the Directorate will review the outcome in order to identify actions to be taken in order to help to build on the strong and positive relationship between staff and managers.
 - The Directorate will continue to offer apprenticeship opportunities to internal staff and external applicants wherever suitable in order to facilitate skills development, succession planning and to maximise spend of the apprenticeship levy. Apprenticeships also provide greater accessibility to many local residents who may otherwise have barriers to accessing the employment market.

7. Equality, Diversity and Inclusion

- 7.1 We will continue to ensure that the Council meets its obligations under the Public Sector Equality Duty, building on our successes at fostering good relations between Manchester's communities of identity and maintaining fair and equal access to Council functions. Through ongoing customer monitoring, satisfaction and engagement approaches, we will strengthen and utilise our growing evidence bases at both Corporate and Directorate levels to identify the differential experiences of individual identity groups in Manchester accessing Council services, and proactively respond to make these as fair and equitable as possible.

8. Conclusion

- 8.1 The budget strategy provides information on the work that has been

undertaken and is ongoing within the directorate to both ensure that we are able to meet the existing budget pressures, whilst also contributing efficiencies towards the wider council budgets and required savings.

- 8.2 The proposed revenue budget for 2020/21 is a one-year budget which is aligned to both the Governments one-year budget settlement and the City Council one-year budget proposals.
- 8.3 The Directorate budget proposals will be subject to further refinement following feedback from Scrutiny Committee and the publication of the Local Government Finance Settlement which is currently expected later in December. The updated final budget proposals will be submitted to Scrutiny and Executive in February 2020 for final sign off.

Appendix 1 - Delivery Plans**1. Revenue Financial Plan**

Subjective Heading	2019/20 Revised Budget £'000	2020/21 Indicative Budget £'000
Expenditure:		
Employees	23,898	23,898
Running Expenses	37,015	37,170
Capital Financing Costs	0	0
Contribution to reserves	266	266
Total Subjective Expenditure	61,179	61,334
Less:		
Other Internal sales	(6,020)	(6,020)
Gross Expenditure	55,159	55,314
Income:		
Government Grants	(10,566)	(10,566)
Contributions from Reserves	(7,823)	(7,823)
Other Grants Reimbursements and contributions	(44)	(44)
Customer and Client Receipts	(28,459)	(29,149)
Other Income	(88)	(88)
Total Net Budget	8,179	7,644

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**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 9 January 2020

Subject: The City's Future Economy and Labour Market Requirements

Report of: The Head of Work and Skills

Summary

This report provides information on the City's current Labour Market using the data and intelligence that is currently available, providing an overview of skills demand and supply. Labour market challenges facing the city are considered along with the forecasts for Manchester's future economic position. The report sets out some of the work in which the Council and its partners are connecting residents to opportunities arising from the city's growth, as well as ensuring businesses have access to the skills they need to grow.

Recommendations

That the Economy Scrutiny Committee note the contents of the report.

Wards Affected: All

Alignment to the Our Manchester Strategy Outcomes (if applicable)

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The report explores the nature of the jobs and sectors that are expected to experience growth in the next 10 years and will contribute to a thriving and sustainable city.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The report discusses the ways in which we can better connect residents to the opportunities arising from economic growth through the skills offer.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	This report forecasts growth and the outlines importance of supporting residents to benefit from this to achieve an inclusive economy
A liveable and low carbon city: a destination of choice to live, visit, work	The report covers green skills development as a route to ensuring residents benefit from the opportunities arising from the transition to a zero carbon economy.

A connected city: world class infrastructure and connectivity to drive growth	
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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 four years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Developing a More Inclusive Economy – Our Manchester Industrial Strategy
- Manchester Adult Education and Skills Plan (MAESP) 2019
- Devolution Adult Education Budget - Economy Scrutiny Dec 2019
- Green Economy - Economy Scrutiny Nov 2019
- BREXIT and impact on Manchester economy - Economy Scrutiny 5th Sept 2019
- Impact of low skills on residents ability to enter labour market and sustain work - Economy Scrutiny March 2019
- State of the City: Highly Skilled 2019
- Work and Skills Strategy 2016-2020

1.0 Introduction

- 1.1 This report presents global and national trends in that are currently, and will continue to impact on Manchester's Labour Market. It will then review current Labour Market Information (LMI) at a city level and identify where the supply and demand of skills is responding to this and outlines the areas of challenge in the skills system.

2.0 International and National Labour Market Trends

- 2.1 Globalisation, technological change, increasing automation of lower level, low skilled roles along with an ageing population and workforce means that jobs and sectors, and therefore the skills, are unlikely to be the same in the future. Due to these trends growth in advanced cities is becoming increasingly polarised.
- 2.2 Figure 1 illustrates how certain powerful global forces are changing how we live and work. The centre of economic activity is shifting to east and south with the rise of China, India, and other emerging economies. The rapid spread of digital technologies and the growing challenges to globalisation are all disruptive to business, the economy, and society. The scarcity of resources is resulting in resource conflict and climate change and climate disasters threaten supply. As populations age, developed regions must rely more on waning productivity and greater migration.
- 2.3 These and other global trends offer considerable new opportunities to companies, sectors, countries, and individuals that embrace them successfully. However, the disadvantage for those who cannot keep up with these trends has also grown disproportionately. For business leaders, policy makers, and residents navigating these trends can be difficult and will require some radical rethinking.

Figure 1: Trends driving the future of UK jobs and skills.



Source: The Future of Work: Jobs and Skills in 2030, UK Commission for Employment and Skills

- 2.4 As a result of this, developed economies are witnessing continuing trends of a hollowing out of labour market, with the polarisation of jobs, sectors and places. At one end of the spectrum there is continued demand for high skilled roles e.g. managers and professionals but the supply of these is growing faster than demand. There is also a growth in higher middle skilled jobs (professional/ technical) such as designers/ technicians. At the other end of the spectrum there is a continued demand for low skilled roles e.g. in sectors such as care and hospitality. At the extreme end of this spectrum there are low pay roles and people falling in and out of employment (low pay/ no pay cycle). There is a contracting in the middle of the economy is with a decline in lower-middle level jobs such as clerical and manual roles.
- 2.5 At a national level these trends are translating in different ways across different sectors and in turn we are responding to these at a regional and city level. The shift towards a more demand led skills system at HE and FE levels with a focus on skills utilisation and innovation is reflected in the National Industrial Strategy, which recognises that high level skills are critical in driving up productivity. The national post-16 skills plan developed in response to the Sainsbury Review introduces Technical pathways to respond to sector needs and continues to focus on apprenticeships as the main route through which skills can be developed and also facilitate employer interest in the skills system.

- 2.6 Manchester has a predominantly young and diverse workforce. This is evidenced in part with 80%¹ of Manchester working age population being aged under 50 years. Whilst only 20% of the residents working in the city are aged over 50, national policy changes to retirement age and pensions, changes to health and work practices and the challenges for an ageing population within the city around low skills mean that we will need to look at new and innovative ways to ensure that over 50s remain economically active and possess the right skills to remain in the changing job market.
- 2.7 As reported to Economy Scrutiny in September 2019, Brexit is already having a significant impact on the wider UK jobs market. The number of EU nationals working in the UK fell by 132,000 to 2.25 million people between the third quarter of 2017 and the third quarter of 2018. Employers are also warning that it is getting harder for firms to hire qualified staff and further reductions in skilled labour coming from the EU to work in the region is likely to exacerbate this further²
- 2.8 Following the General Election on 12 December 2019, there is further certainty that the UK will exit the EU. With a Conservative majority, this will now press ahead with the UK currently scheduled to leave European Union on 31 January. A decrease in EU nationals working in the city, would affect the following sectors most prevalently, impacting on Manchester's growth ambitions:
- Distribution, Hotels and Restaurants;
 - Manufacturing and Construction;
 - Public Sector
 - Health and Social Care.
- 2.9 If Manchester is to maintain and capitalise on its growth opportunities, it is imperative that employers are able to attract and retain the required workers and provide the right training to Manchester residents in order to avoid the risk of a shortage of skills.
- 2.10 In terms of supply from HE Institutions in Manchester, universities have reported an increase of 10% in the number of EU nationals leaving jobs at their institutions; however, the number of leavers rose to 26% at the University of Manchester. Reduction in EU nationals could impact our universities' research and teaching capacity going forwards.
- 2.11 The recognition that the current economic model is unsustainable is resulting in a shift to inclusive growth so that more people will benefit from future economic growth. Developing a More Inclusive Economy – Our Manchester Industrial Strategy (OMIS) recognises this and this report provides us with an opportunity to report labour market intelligence in this context and to set out how we will connect residents to opportunities arising from the growth the city to support a more inclusive economy.

¹ NOMIS July 18- July 19 Economic Activity Data Set

² GM Qly Business Survey.

- 2.12 At a city level the Manchester Adult Education and Skills Plan (MAESP) provides direction of travel with regards to the changing skills needs in the economy. There is a recognition that some occupations are growing rapidly and others declining and skills needs within occupations is changing in response to automation and digitalisation. Physical skills are becoming less important and analytical and interpersonal skills are becoming more important. Negotiation, coordination and critical thinking are frequently the most desired skills reported by employers.

3.0 The City's Current Labour Market

- 3.1 Manchester's role as the economic centre of GM means that the city's economic performance continues to exceed both regional and national performance. The total employment in the city, increasing from 332,700 in 2006 to 392,000 in 2017³. Total employment has continued to rise, with the largest number of employees being employed in the financial, professional and scientific sectors as the city continues to diversify its economy towards the knowledge-intensive sectors.
- 3.2 The city centre is the economic growth engine for both Manchester and the wider region. It has a high concentration of employment with one in five jobs in Greater Manchester being located in the city centre. This is 60% more jobs than other major employment locations across the city region.
- 3.3 Manchester has seen a significant increase in development over the past year, building on the city's international reputation as a leading place to live, visit and do business.
- 3.4 One of the key factors in Manchester's overall success and resilience has been the development of a stable economy with a young, diverse and increasingly skilled workforce. This is essential for the creation of the jobs that the city needs, driving investment and enabling the city to grow. In recent years, the city has seen major growth and investment in the digital sector including creative and digital, cyber, fintech, bio-science and advanced materials.
- 3.5 The Business Register and Employment Survey (BRES) provides estimates of a range of workplace based metrics. Table 1 shows the breakdown of employment in Manchester for 2018 by broad industrial areas. The largest sectors in Manchester are the professional, scientific and technical and business administration and support services, which combined make up 25.04% of employment.

³ Developing a More Inclusive Economy – Our Manchester Industrial Strategy 2019

Table 1: Manchester's Employment by Broad Industry 2018

Broad Industry Area	%
Professional, Scientific and Technical	12.52
Business Administration and Support Services	12.52
Health	11.27
Education	9.76
Accommodation and food services	9.01
Retail	8.76
Transport and Storage (incl. postal)	7.51
Financial and Insurance	4.51
Information Communication	4.26
Public Administration and defence	4.26
Wholesale	3.76
Arts, Entertainment and other services	3.51
Manufacturing	2.75
Property	2.50
Construction	2.25
Motor Trades	0.50
Mining Quarrying and Utilities	0.31
Agriculture, forestry and fishing	0.04

3.6 Although Manchester's economy is stronger and more resilient than in the past, significant challenges still need to be overcome. Analysis undertaken to inform the Local Industrial Strategy's development demonstrates that Manchester's residents are underrepresented in higher paid sectors and occupations, and overrepresented in lower paid ones. The industries currently employing the largest number of Manchester residents are:

- Public Administration, Education, Health and Social Care (425,000);
- Wholesale and retail (497,000),
- Hospitality and tourism (41, 700)
- Business, Financial and Professional (126,000) ⁴

3.7 This also has an impact on resident wages. Low-level earnings for Manchester residents come as a result of them being concentrated in lower-skilled occupations and low-productivity sectors: 39% of residents work in low-skilled roles compared with 29% of those who work in the city but live outside it. Furthermore, the overall employment share held by low productivity sectors has

⁴ Greater Manchester Forecasting Model 2018

increased to 42.5%. Many of these are part-time roles that are traditionally concentrated in low pay sectors. ⁵

- 3.8 The new Manchester Adult Education and Skills Plan 2019 details that over the past ten years, some of the fastest growth in Manchester has been in sectors which create low skilled and low paid jobs, including administrative and support services, retail, accommodation and food. Employers in these sectors therefore have a crucial role in driving up productivity levels and creating new jobs that offer good quality work. A key challenge is ensuring employer engagement in the skills system in order to benefit residents of all ages and at all stages of their working life.
- 3.9 The increased pace and changing nature of work is well known and documented. Approximately one fifth of work in GM is now “atypical”, such as sole-trading, freelancing, fixed-term contracts, zero-hours contracts, agency, self-employment and the gig-economy. ⁶ In addition, feedback from employers, the consultations through OMIS, with GM Chamber of Commerce and our business networks, indicate that employers needs are changing and the type of skills in demand from employers are built on a foundation of transferrable skills such as critical thinking, analytical and communication skills.
- 3.10 Nationally the UK faces challenges around skills shortages, particularly for higher and technical roles and despite the economic strengths within the local economy, the skills shortage in Manchester is more acute than the national picture. If unaddressed, this has the potential to limit growth. For employers, the speed of growth of Manchester’s economy is currently creating challenges in finding workers with the required skills, particularly in higher-skilled occupations such as financial and professional, digital and creative roles. Table 2 looks at the current skills gaps in firms across all Local Authorities in GM and compares this with England. This indicates that Manchester has a higher number of companies with staff who are not proficient in the skills needed proportionately to GM and England.

Table 2: GM Labour Market and Skills Review 2019

	Manchester	GM	England
% Firms with staff not fully proficient	16%	15%	13%
Density of skills gap. % staff not fully proficient	6.2%	4.8%	4.3%
Firms with skills gaps (existing staff not proficient)	21,928	10,427	208,086

- 3.11 In Manchester skills shortages exist in almost all occupational groups. In the hotel and restaurants, education and health and social work sectors, more than one in five Manchester employers say that some of their staff are not fully skilled and in the financial services sector employers say that more than one in ten staff do not have the right skills for the job.⁷ More than one in ten employers in the information and communications technology sector in Manchester have vacancies which they

⁵ Ekosgen Research for MCC 2018

⁶ GM Labour Market and Skills Review 2018

⁷ Manchester Adult Education and Skills Plan 2019

cannot fill due to skills shortages, which equates to nearly half of all vacancies in the sector. In the construction sector Construction Industry Training Board continue to report skills shortages across many roles and at all levels given the growth of developments in the city and the changing nature of the skills required, particularly in light of offsite modular construction and the increasing demand for green skills to deliver retrofit and zero-carbon buildings and transport.

- 3.12 Intelligence used to inform the MAESP indicates that often medium and highly skilled roles cannot be filled due to a lack of applicants with the required skills, at a rate of 70% of vacancies in Manchester compared to 58% nationally. Research carried out to underpin the Manchester Adult Education and Skills Plan⁸ into skills needs in Greater Manchester found that higher level skills are needed across all sectors. Management and leadership skills were particularly in demand in the retail, creative and digital and financial services sectors.
- 3.13 Alongside these skills gaps and shortages, over one quarter of Manchester employers say they have staff whose skills are not being fully utilised in their role and who hold qualifications that are more advanced than they need.⁹ Increasing levels of skills, particularly in sectors where productivity levels are generally low, (many of which have seen rapid job growth over the past ten years), will increase productivity and support better quality employment and wage progression and facilitate economic growth.
- 3.14 Manchester also has an ageing workforce in key sectors such as construction, requiring succession planning and a clear career pipeline with good pay and progression to ensure sectors remain resilient to this.
- 3.15 Employers have a fundamental role to play in investing in the skills progression and training of their workforce. As detailed in the MAESP, four out of five employers in Manchester have provided training for staff over the past year. Although this is considerably higher than the 66% across England who have done so, the amount of training provided per trainee is lower than nationally and fewer than half of Manchester employers have a training budget. The vast majority of training provided is job specific, with fewer than half of employers providing management training. Those who already have high level qualifications are most likely to benefit from employer-funded training, with 75% of employers who provide training saying they train workers in high-skill occupations, compared to fewer than 30% who say they train workers in lower-skilled occupations.

4.0 Future Growth and Demand

- 4.1 Within Greater Manchester, Manchester and Salford have the highest levels of economic complexity. Analysis carried out by the University of Cambridge for the Independent Prosperity Review clearly demonstrates that, at a UK and Greater Manchester level, the level of economic complexity (breadth of sectors and occupations within it) of a district is correlated with earnings per capita and a significant predictor of future earnings growth.

⁸ Ekosgen Research for MAESP 2019

⁹ State of the City 2019

- 4.2 The baseline forecast for GM sets out the likely growth pattern based on a continuation of past trends. It is a 'policy neutral' forecast as it assumes that policy will be as effective in the future as it has been in the past. Based on this analysis carried out by Oxford Economics the growth for Manchester is predicted as detailed in Table 3 across a number of key indicators.

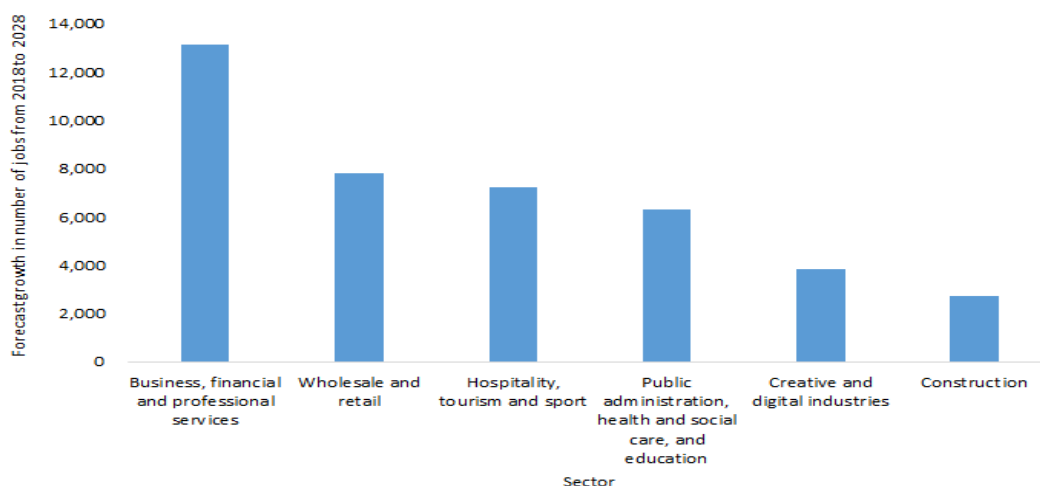
Table 3: Manchester's Baseline Growth Forecast

	2017	2037	Change
Population (000s)	549.0	656.4	19.6 (%)
Employees total (000s)	385.6	454.3	17.8 (%)
Self-employed total (000s)	32.7	35.9	9.9 (%)
Employment total (000s)	418.3	490.2	17.2 (%)
Unemployment level (000s)	11.1	10.8	-0.3 (000s)
Residence based employment (000s)	256.3	291.4	35.1 (000s)
Annual Population Survey residence based employment rate (%)	67.5	64.6	-2.9 (pp)
Net commuting (000s)	141.0	174.4	33.5 (000s)
GVA total (£m, 2015)	18,582.3	27,289.5	1.9 (% pa)

- 4.3 The Greater Manchester Local Industrial Strategy identifies the following areas as unique sector strengths and assets of the city region that if capitalised on, will drive growth and productivity. Manchester is at the epicentre of each of these sectors and provides the city's residents with good quality career opportunities.
- a) **Health innovation** - Manchester provides global leadership in health and care innovation and extending healthy lives through linking academic research and frontline delivery to improve the health of our residents, for example through the Manchester Science Park, Corridor Enterprise Zone and Citylabs.
 - b) **Advanced materials and manufacturing** - National Graphene Institute and Graphene Engineering Innovation Centre is based in Manchester, and will continue with the Henry Royce Institute currently under construction alongside the development plans for the ID Manchester district.
 - c) **Digital, creative and media** - a leading European digital city-region. Sharp Project and Space Studios in East Manchester to help solidify our offer to creative businesses. We have also seen a growth in the city of creative and digital space, such as Federation House for example. MIDAS indicate that Manchester has the greatest concentration of e-commerce start ups than anywhere else in the UK.
 - d) **Clean growth** - opportunities of the green economy and reaching zero carbon by 2038; Tyndall Centre and Manchester Universities are at the forefront of research into technologies and services that will enable transition to zero carbon economy.
- 4.4 As illustrated in Figure 3, currently the city's fastest-growing sectors include Business, Financial and Professional Services, and Cultural, Creative and

Digital¹⁰. The Construction sector and its supply chain continue to grow as the city undertakes major regeneration projects.

Figure 3: Manchester's Growth Sectors from 2018 to 2028



Source: GM Forecasting Model 2018, Oxford Economics

4.5 The 6 key growth sectors in the city and anticipated growth in job numbers until 2028 are as follows:

1. Business, Financial and Professional Services + 13,810 jobs
2. Wholesale and retail +7,807 jobs
3. Hospitality, Tourism and Sport +7,246 jobs
4. Health and Social Care + 6,136 jobs
5. Creative, cultural and digital + 3,600 jobs
6. Construction + 2,727 jobs

4.6 The growth of digital and creative industries in the city is a major opportunity but also a challenge. 'Digital Skills' encompass a broad range of skills from digital access/inclusion through to high level technical skills. Headline findings from the 2019 Digital Skills Audit show that a range of technical skills such as Machine Learning, Data Engineering, UX Design and Cyber Security are the most highly sought by employers, with developer roles in greatest demand, a trend that has continued from previous years. Developer roles and AI and Machine learning roles are the most difficult roles to fill and there is a noticeable increase in demand for data science and analyst roles. Other positions within the digital sector where there is a skills shortage include marketing and graphic design. The majority of respondents' recruit graduates and as expected, proximity to the local universities means that UoM and MMU are the biggest supplier of graduate talent to Greater Manchester businesses. However, a significant number of respondents also looked beyond the North West for graduate talent.

4.7 In order to overcome skills shortages businesses may often refuse contracts or need to outsource specialist roles. As highlighted in the 2019 Digital Skills Survey

¹⁰ GMFM 2018

around a quarter (24%) of respondents indicated that they have had to offshore work due to a lack of talent, compared to 20% in the 2018 Skills Audit. They note that it is likely that this figure has increased as companies are finding it harder to import talent from the EU and the UK talent pool has been absorbed.

- 4.8 The skills gap continues to be one of the biggest inhibitors to growth in the tech and digital sector in the North West. The ever growing demand for digital/technical skills goes beyond the digital and creative industry. It is estimated that there are an equal number of specialist digital technical roles across other industries and being digitally literate is a requirement of most jobs. However, a clear message from businesses during the consultation of the OMIS is the need for higher level digital skills to mitigate the risk to the future sustainability of their organisation; this is a key factor when deciding whether to remain in the city.

5.0 Supply

- 5.1 A highly skilled workforce is fundamental to Manchester's economic growth. Upskilling the city's population is vitally important in reducing levels of dependency by ensuring that more people have the opportunity to access jobs and share in the city's economic success. Maximising the benefits of this interdependent relationship is therefore a critical priority for the city
- 5.2 About 70% of Manchester's population is of working age, this is a higher proportion than ten years ago. Of these, 73.3% are economically active meaning that they are either employed or unemployed but have been looking for work and would be available to start within a two-week period, this is approximately 6 percentage points below the national level. 26.7% (101,700) of Manchester's working age population are economically inactive meaning that they are not in work and that they are not seeking work. Students make up the largest proportion of economically inactive residents in the city but there are approximately 30,000 Manchester residents who are out of work because of an underlying health condition.
- 5.3 Figure 4 shows economic activity rates in Manchester compared to North West and National levels. Economic Inactivity rates do not respond to the economic cycle or demand for labour. Since 2004 economic inactivity rates in Manchester have fluctuated slightly with the 4% drop since 2016 being associated with welfare reform, the impact of the some of the commissioned programmes such as Working Well, and some people who were economically inactive being reclassified as unemployed, while others will have moved into pension age. The proportion of the population who are economically inactive but want a job also does not change in relation to demand for labour. In Manchester this applies to 21.4% of economically inactive people, or 21,800 people.

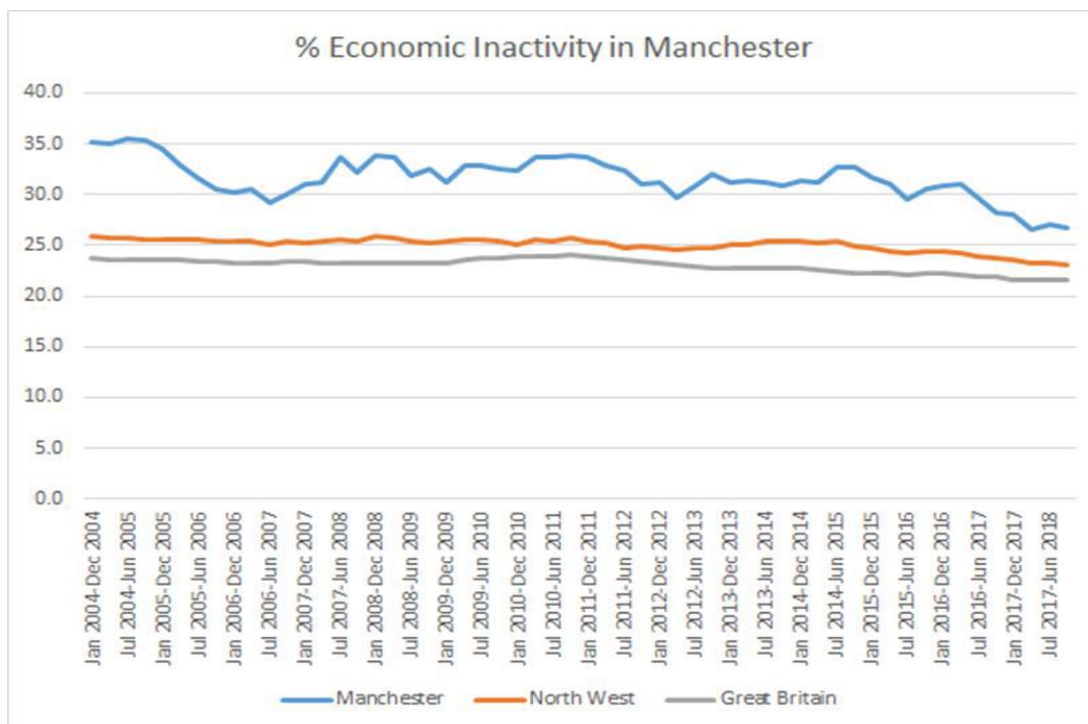


Figure 4: Percentage of Economic Activity in Manchester

- 5.4 Skills levels as indicated by qualifications have an impact on how residents fair in the labour market. In Greater Manchester, the employment rate of those with higher level equivalent qualifications (L4+) is 84%. In contrast only 37% of people with no qualifications are in employment. This trend is further reinforces when looking at the skill levels of unemployed residents, where only 39% have qualifications at level 3 and above (19% have a level 4 qualification)¹¹.
- 5.5 In Manchester, over half of the working age population who have low or no qualifications are not in employment (41,000 out of 78,000). 11% of Manchester residents have no qualifications compared to the national figure of 9%. Manchester residents are concentrated in lower-skilled occupations and low-productivity sectors¹²: 39% of residents work in low-skilled roles compared with 29% of those who work in the city but live outside it. Currently, older workers tend to be less qualified than their younger counterparts, with over half (53%) not having the Level 2 qualifications.
- 5.6 This means there is a risk that some of our communities currently with low skills could be left behind, particularly if they lack essential core skills needed for work including communication, team-working, initiative, self-reliance and an interest in lifelong learning - as well as job-specific skills and qualifications. Therefore, ensuring Manchester residents are able to develop the skills needed requires an integrated education, skills and work system.

¹¹ The Impacts of Low Skills on Manchester residents, Economy Scrutiny March 2019

¹² Health, Social Care, Retail Hospitality & Tourism

6.0 Further, Higher, and Adult Education

- 6.1 Results for the percentage of A level entries that achieved an A*–E pass grade in Manchester have decreased slightly from 98.7% in 2016/17 to 98% in 2017/18 but remain higher than national results, which have also seen a slight decline. The percentage of entries achieving the top grades of A*–A is lower in Manchester (21.8%) than nationally (23.6%), but the gap has narrowed, despite a decrease.¹³

Overall, A-level achievement has been improving over recent years which will put young people in a good position by having the level of education which is required by the city's growth sectors.

- 6.2 The growth sectors in Manchester require a highly skilled workforce, particularly in those subjects that underpin them, such as the creative and digital industries and STEM (Science, Technology, Engineering and Maths) subjects. Therefore, the focus on pupils obtaining qualifications in STEM subjects has been increasing. The percentage of pupils in Manchester achieving top grades of A*–A in STEM subjects has fallen since 2016/17 and the gap to national figures has widened. The percentage of pupils achieving an A*–E pass grade in STEM subjects is now lower in Manchester compared to the national figure. So whilst the take up of STEM has increased the attainment levels have decreased. These results are based on A-levels in Biological Sciences, Chemistry, Physics, Other Science, Maths, Further Maths, Computing and ICT. The results may therefore not be a definitive list of STEM qualifications achieved.
- 6.3 T Levels have been introduced to streamline routes into technical professions and provide young people at 16 with the option of a technical path, T levels involve a 2 year, classroom based programme, delivered by an FE provider with 20% on the job experience. The Manchester College (TMC) is in a strong position to respond to the technical education reforms and T levels and will be delivering T level pilots from September 2021 across all subject areas. There will be a requirement for a substantial level of work placements offered in a related field. TMC have been working with the Ideas Foundation to pilot the approach of linking with industry partners and have had success particularly in the creative and media industry. T levels will therefore provide us with an opportunity to ensure technical routes are available for young people in the Manchester area to respond to the demand for skills in key growth sectors.
- 6.4 The Manchester College delivers a significant volume of post-16 vocational education each year with over 5,000 16 to 18 year-olds enrolling in 2018/19. The College is working with partners to ensure provision is becoming more aligned to the skills needs of Manchester. The performance of the LTE Group was recently reported to Economy Scrutiny Committee in December 2019. The proportion of study programme learners completing work placements has increased significantly, providing students with an opportunity to develop an understanding of the culture of the workplace and softer skills such as confidence, efficacy and time management. In 2018/19, 90% of level 2 students and 96% of level 3

¹³ Department of Education

students undertook a meaningful work placement. The College has high achievement rates and is now performing in the top 10% nationally and believe that their learner outcomes signal the number one performance in Greater Manchester. The College's planned estate strategy will create Centres of Excellence to deliver technical and professional vocational education and training, addressing the skill needs in key priority areas such as Creative and Digital; Health and Wellbeing; Construction and Logistics; and Business, Financial and Professional. Focusing on science, technology, engineering, maths, digital skills and creativity

- 6.5 Apprenticeships are another mechanism for business and residents from all backgrounds to obtain the skills and qualities valued by employers. Good-quality apprenticeships across a range of levels and sectors will help deliver the skills required to grow the economy and enable residents of all ages, to develop the skills and attributes needed to succeed in the labour market. Employers in key-growth sectors are increasingly recognising the need to work in partnership with training providers to develop higher-level roles for their industries aligned to apprenticeship standards, which are lacking in some sectors.
- 6.6 Fewer apprenticeship places are being created for young adults and at intermediate level. The Apprenticeship Levy has brought major change to the apprenticeship market and whilst it was introduced to increase take-up, the trend nationally has been a continued decline. The number of intermediate starts has fallen particularly sharply, potentially reducing the pipeline of learners who can progress into higher level apprenticeships.
- 6.7 Whilst the apprenticeship levy is driving better employer engagement, there are new standards are continually being rolled out which presents an ongoing challenge, particularly for SMEs and training providers. Figures 5 and 6 show apprenticeship take up by age and level respectively. They illustrate an increased use of advanced, higher and degree level apprenticeships as a means to upskill the workforce and increase productivity, a shift driven through the introduction of the Apprenticeship levy. However, there are continued low numbers of 16-19 year olds accessing intermediate apprenticeships to start their chosen career.

Figure 5: Manchester Apprenticeship Starts

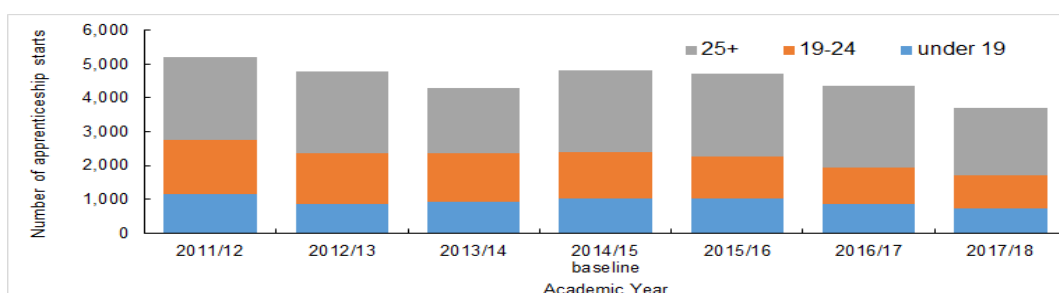
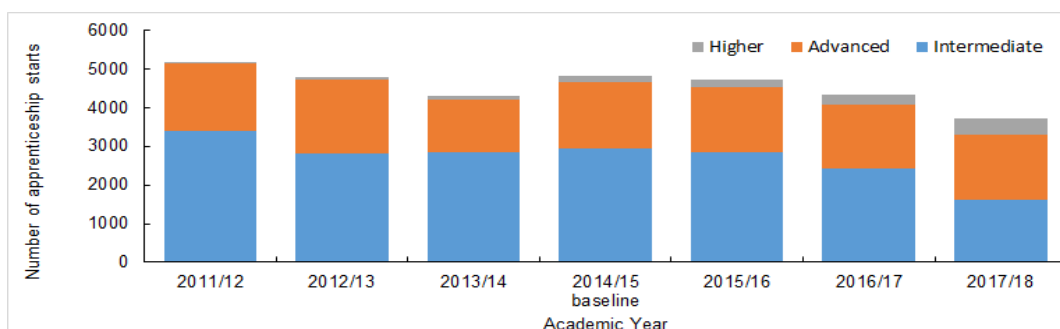


Figure 6: Apprenticeship Starts by level

Source: Skills Funding Agency

- 6.8 Initiatives such as the Greater Manchester Levy Matchmaking Service which facilitates the pass down of unspent levy funds to SMEs within the city region and the SME apprenticeship support programme which offers £3000 to non-levy paying employers within Greater Manchester who haven't taken on an apprentice in the last 2 years will help to increase apprenticeship creation within the City.
- 6.9 Manchester's Higher Education offer is a key contributor to the success of the city's economy. In 2019, more than 73,000 students enrolled at Manchester's two universities. 42% of all university students are studying STEM related disciplines (Medicine, Dentistry & Biological Sciences; Physical, Mathematical & ICT Sciences; and Engineering & Technology) complemented by a high number of graduates in Creative Arts and Design and Business and Administration.
- 6.10 The proportion of graduates indigenous to Manchester who entered work in the city within six months of graduating has ranged between 36% and 42% over the past five years, research carried out for the Oxford Road Corridor Impact Assessment Summary Report puts this as approximately 27,000 graduates and postgraduates being supplied to Manchester's labour market each year. This is a positive trend that sets Manchester above the national average for the proportion of residents who hold level 4 qualifications and above: 44% in 2018 compared to 39.9% in 2017. Our large and diverse talent pool attracts businesses into the city and is one of the key reasons why the economy continues to be successful.¹⁴
- 6.11 The devolution of the Adult Education Budget (AEB) and the implementation of the MAESP will be key delivery mechanisms for encouraging training, life-long learning and in-work progression. As outlined in the MAESP, the overall skill levels amongst Manchester residents has risen significantly but there remains a cohort, particularly of older workers, who hold no formal qualifications or have low level skills which do not equip them for success in today's labour market. If Manchester residents are to occupy more of the higher level roles they must be supported to progress into higher skilled and better-paid jobs. One of the key objectives of the plan is to ensure that employers influence adult education and

¹⁴ HESA destination of leavers survey

skills provision, co-invest in upskilling their workers and can find and develop the skills they need for their organisations to thrive. A detailed report of the devolution of the AEB was presented to this committee in December 2019. Devolution of GM AEB budget offers major opportunity to influence adult skills provision in the city.

- 6.12 For the past few years, in order to meet demand both the Manchester College and Manchester Adult Education Service overspent on their budget in 2018/19 academic year. Due to the city's opportunities and challenges along with a growing population it is likely that current AEB funding will not meet continued demand for provision.

7.0 Responding to the Skills Challenges

- 7.1 Whilst there is a great deal to be positive about, there remain some challenges across the City if we are to maximise our growth potential and ensure that residents contribute to and benefit from our economic success.
- 7.2 The accompanying report on CEIAG outlines in detail the initiatives we are implementing to ensure clear pathways into strategically important sectors. Manchester Adult Education Service (MAES) have a major role in delivering skills provision as detailed in the report to Economy Scrutiny Committee in December 2019. The Work and Skills Team provide leadership and co-ordination across the education, skills and work landscape to help ensure Manchester can respond to the demand for skills for the future.
- 7.3 “Equipping People with the Skills to Prosper” is a key theme under the “People” pillar in the delivery plan of OMIS. With particular focus on developing a digital skills pipeline, Skills 4 Life and skills for green tech and services, these areas of focus will drive the skills agenda going forward. The accompanying scrutiny report on “Careers Education, Information, Advice and Guidance (CEIAG) programmes; Schools engagement in developing the skills needed for future labour markets; and Curriculum for Life”, provides an update on how Curriculum for Life will help ensure that our younger residents have the opportunity to develop the softer skills needed to partake in the city’s labour market.
- 7.4 Our Manchester Industrial Strategy focuses on what is required to maximise our residents’ opportunities of obtaining higher skilled roles. This will be done by reducing any barriers, while ensuring that we have good jobs with good pay and progression in other sectors, and a strong foundational economy, an economy that is built from the activities that provide the essential goods and services for everyday life. These include utilities, food production and processing, retail and distribution, and health, education, housing and welfare.
- 7.5 The level and growth of city centre physical regeneration and strategic projects provide the City with an opportunity to ensure residents can access the opportunities that arise from both the construction and end use across a range of construction trades and professions. The City Centre Strategic Regeneration Framework (SRF), and other area based SRF’s across the city highlight in detail the opportunities in terms of jobs these present for the city.

7.6 Through procurement and planning requirements, employers are being encouraged to employ local people, and we will continue to work with developers to support the delivery of social value targets relating to skills. This is a key mechanism by which we can ensure there is local benefit from planning, construction to end use for local residents, for example, cultural developments at St John's, NOMA and Mayfield have the opportunity to deliver significant training and job opportunities for local residents.

- **Our Town Hall (OTH):** M Futures is the flagship higher level shared apprenticeship scheme for the project and provides a unique vocational pathway into professional roles in construction. The first intake of six apprentices recruited in September 2017 completed in summer 2019 with five staying in the industry. Three of this cohort are now being put through degree level qualifications paid for by their employers, Mace, F&G and Ramboll. The latest intake of seven apprentices has just been appointed to the design team and management contractor Lendlease.

As the project progresses into the construction phase OTH aims to create at least 100 apprenticeship opportunities at level 2 or level 3, predominantly in trade roles, which will be targeted at Manchester residents and linked to the existing skills and training offer in the city. This is in addition to the target of 50 higher level apprentices.

- **The Factory**, a new venue for performing arts, visual arts and popular culture developed in collaboration with Manchester International Festival (MIF), MCC and the Arts Council, will provide a catalyst for the cultural sector to collaborate and deliver specialist training and apprenticeships. MIF are leading on the launch of a GM cultural employer skills consortium and programme board to oversee the development of a Cultural Training Academy 'to develop a paid summer internship programme for students and a new graduate programme.

As part of the social value commitments, the contractor, work package contractors and design team will work with MIF to deliver the following skills related offer:

- Apprenticeships – 65 individuals including - 15 MIF Factory Academy apprentices and 50 through the contractor and work package contractors;
 - Direct workforce recruitment targeted at Manchester residents;
 - Training programmes for long term unemployed, 'hard to reach' residents and Manchester based graduates;
 - Jointly delivered volunteering programmes
 - STEAM (STEM with Arts) based education opportunities for 850 Manchester school age and other young people in partnership with MIF and Science and Industry Museum,
 - Work experience opportunities for 450 individuals throughout the construction and operational phases of the project
- **The Oxford Road Corridor** is economically the most important area within Greater Manchester, with more job creation potential than anywhere else. The

area generates £3billion GVA per annum, consistently accounting for 20% of Manchester's economic output over the past five years. The area has more than 60,000 jobs, over half of which are within knowledge-intensive sectors, including health, education and professional, scientific and technical sectors. As detailed in the Impact Assessment Report, there are 73 active Knowledge Transfer Partnerships (KTPs) in place on the Corridor, representing 9.1% of the total active KTPs in the UK52. Since 2012 almost 10% of all patents approved in Manchester have originated from the Corridor. One of the remits of the Corridor Partnership is to continue to ensure that local residents can benefit from the employment opportunities that will be created. In addition, as detailed in paragraphs 6.9 and 6.10, it produces highly qualified and skilled graduates needed to drive the knowledge intensive sectors.

- **Airport City** is one of the largest investment and employment opportunities in the North of England. This prime strategic asset is vitally important to the Manchester economy and as such is featured as one of the key developments within the Manchester Work and Skills Strategy with the potential for creating up to 7,000 new jobs in Business Services, Logistics, Advanced Manufacturing, Hotels & Retail. Key development sites including Airport City North, Medipark & Roundthorn Industrial Estate, Airport City South, Wythenshawe Town Centre & Atlas Business Park.

Examples of work to date at Airport City are as follows:

- a) **Virgin Media** - following relocation to Concord Business Park at Airport City, the Work and Skills Team worked with Virgin to plan recruitment for their first relocation phase, which provided around 140 new customer service roles. Support for residents around applying for roles and in gaining basic skills was provided where required a working group of local employment support organisations was established to promote the recruitment opportunities. A number of open days were held at Virgin Media for interested residents to give them an opportunity to find out more about the roles and working for Virgin. In addition support was provided to streamline the usual Virgin recruitment process, making it more accessible for residents further away from the labour market. 61 local residents attend the two open days with 67% of these residents registering an interest. 44% of the residents that attended a Virgin Media assessment centre secured employment with Virgin. This is a higher conversion rate than Virgin's usual direct recruitment.
- b) **The Hut Group (THG)** - As a levy payer THG take on approximately 150 new apprentices per month and is a key strategy in meeting their skills demand. As such they are keen to work with schools and colleges both in the South and wider Manchester. The Work and Skills Team have a key role in facilitating this through the Wythenshawe Business Networks, BW3 and wider networks. There is future scope to replicate a similar approach with Amazon and facilitate the provision of support to our priority groups once the scale of entry level roles is known. Whilst THG already have connections with the Universities, the Work and Skills team will look to better connect them to all of our learning providers in the city

in order to fulfil their plans of an additional 8,000 to 10,000 jobs across a number of varied roles and levels at Airport City (noting that some of these are due to relocation and will be filled by the existing workforce).

- 7.7 Digital inclusion remains a challenge in Manchester, some residents are unable to access, or do not have adequate skills or motivation to confidently go online. In some parts of Greater Manchester, over 15% of adults have never been online and over 25% lack basic digital skills (GMCA Digital Strategy 2018-2020). Not only does this impact on employability but also the ability access support and to partake in the activities of day to day life.
- 7.8 Higher level skills are also needed to respond to the demand for digital skills. There are currently a number of privately funded organisations such as Code Nation, Northcoders who are responding to the higher level digital skills gap. In addition, the Fast Track Digital Skills programme commissioned by GMCA aims to bringing together employers and training providers to run innovative digital training schemes linked to skills shortage vacancies and open up the opportunities to a broader range and more diverse group of residents including those who are low paid and out of work. All the successful applicants from round one of this funding are Manchester based and round two is currently open and has received a great deal of interest from Manchester based organisations.
- 7.9 The focus on Green Skills at the November Economy Scrutiny focussed on how the Council is working to ensure Manchester is leading the way in delivering on its ambitions to reach a zero-carbon economy by 2038. In the delivery plan of OMIS we have committed to develop a specific programme for growing green tech and service jobs, and the skills needed to access roles in these sectors to enable us to capitalise on the employment and growth opportunities that responding to climate change will bring.
- 7.10 There are a number of challenges to delivering a well-managed, yet urgent, transition to a zero carbon economy that is fair and inclusive, builds on the economic strengths of Manchester and delivers a high-skill, high-wage, low-carbon economy of the future. Delivery of this ambition will require increased investment in low carbon energy, higher energy efficiency standards for new residential and commercial developments, a major retrofit programme, and investment in low carbon transport. This represents a major opportunity to both establish Manchester as a centre for green technology and services, and to work with local skills providers to ensure that the city's residents are given the best possible opportunities to access these opportunities. To support the delivery of this agenda, it will be essential for the local skills system to proactively respond to future demand. Industry and skills providers will need to work together closely to develop academic and vocational programmes which are fit for purpose. Paths for career progression should be built into these emerging opportunities. Work is underway to identify the immediate skills needs and action required in order to underpin the ambition of the wider Climate Change Strategy and the Five Year Plan for the city.
- 7.11 Health and Social Care is one of Manchester's largest growth sectors in terms of jobs, with roles that are likely to be more accessible to many Manchester

residents than those in other growth areas (e.g. science, R&D). As such, supporting residents to secure roles in the sector is needed along with an influencing role to ensure that these jobs are of a good quality (see Foundational Economy sub-section of OMIS). In the field of Health and Social Care work is underway to develop an integrated apprenticeship model and develop a generic support worker role, a model that will broaden skills and enhance transferability of those skills between NHS provided healthcare and Local Authority provided adult social care. With an apprentice levy pot of circa. £4.76M and public sector apprentice target of 750 there is a clear potential to deliver innovation and efficiencies and significant work has already been progressed with potential to go further. In addition, the NHS Careers Hub is broadening its scope to encompass the wider Health and Social Care sector. Health and Social Care devolution to Greater Manchester presents a unique opportunity to try and align our skills and talent pipeline to the needs of the sector in the city, but it is essential that the workforce can benefit from good pay, training and progression opportunities once in these roles.

8.0 Conclusion

- 8.1 There are a number of external factors (ranging from global, to national and local) that are impacting on UK economies and more specifically Manchester's economy and as such industry skills needs are moving and changing faster than the skills sector.
- 8.2 A talent pipeline needs to be developed to enable employers to grow their own talent from within the city to meet their future growth ambitions. We need to ensure that our city's workforce is resilient, with the skills to adapt to the future economy, including the potential changes to the labour market with the increase of automation and artificial intelligence.
- 8.3 Work will continue to maximise our opportunities such as strategic developments in the city, as well as placing an increased focus on digital and green skills in the journey towards a zero-carbon economy.
- 8.4 Although Manchester's economy is stronger and more resilient than in the past, significant challenges still need to be overcome. Manchester's residents are underrepresented in higher paid sectors and occupations, and overrepresented in lower paid ones, which leads to a significant gap between resident and workplace wages. Underpinning the ambition for an inclusive economy is the need to ensure that residents are equipped with the essential educational, vocational and life skills required to succeed in Manchester's diverse and evolving economy.
- 8.5 As such a partnership approach across the education, skills and work system will be required to maximise the economic opportunities forecasted within the City, and a key role of the Work and Skills team and wider council will be to drive forward the ambition of the OMIS and MAESP. The current Work and Skills Strategy 2016-20 for the city has a strong focus on economic inclusion and creating a more demand-led skills system. The Strategy is due to be refreshed in 2020 and will look to build upon and effectively utilise the assets

and levers available within the city to enable us to have more influence and target resources towards essential skills to ensure maximum economic impact for business and residents.

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 9 January 2020

Subject: The City’s future economy and labour market requirements - CEIAG and Skills for Life

Report of: The Head of Work and Skills

Summary

Careers education, information, advice and guidance has undergone significant positive transformation over the last four years, with renewed emphasis nationally and investment in resources and infrastructure to improve careers programmes in secondary and post 16 provision. This report provides an update on the developments, including Skills for Life and how they are contributing towards preparing young people for the future labour markets.

Recommendations

To note the report and progress made to date.

Wards Affected: All

Alignment to the Our Manchester Strategy Outcomes (if applicable)

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Careers education plays a crucial role in supporting Manchester’s young people to make informed decisions about their future careers.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	Careers education helps Manchester’s young people to see where the opportunities will be in Manchester in the future and the skills they need to take up those opportunities.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Increasing employer engagement with schools provides Manchester’s young people with real experiences to help them to develop their aspirations and achieve their potential.
A liveable and low carbon city: a destination of choice to live, visit, work	Moving to a green economy will affect every aspect of our lives. Manchester’s young people need to understand the career opportunities this will create along with the behaviour changes they need to

	implement.
A connected city: world class infrastructure and connectivity to drive growth	Careers education is about expanding horizons and growing the aspirations of Manchester's young people: economically, digitally and geographically.

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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.

- Careers Education, Information, Advice and Guidance - Report to Economy Scrutiny Committee, 25 November 2015
- Skills for Life - Report to Children and Young People Scrutiny Committee, 9 October 2019

1.0 Introduction

- 1.1 This report provides an update on careers education, information advice and guidance (CEIAG) since November 2015, with specific focus on how CEIAG is being delivered in Manchester, how schools are developing the skills needed for future labour markets and on the development of Skills for Life.

2.0 The National context

- 2.1 From September 2012, schools and colleges have been under a statutory duty to secure independent careers guidance for all registered pupils at the school/college in year 8 to year 13 (aged 12 -18) on the full range of education and training options, including apprenticeships.

- 2.2 In 2014, the Gatsby Charitable Foundation published analysis of what makes high quality career education, including the eight Gatsby Benchmarks, which are practical things schools can do consistently and well:

1. A stable careers programme.
2. Learning from career and labour market information.
3. Addressing the needs of each pupil.
4. Linking curriculum learning to careers.
5. Encounters with employers and employees.
6. Experiences of workplaces.
7. Encounters with further and higher education.
8. Personal guidance.

- 2.3 The National Careers and Enterprise Company was established in 2015 to transform careers and enterprise provision for young people and inspire them about the opportunities offered by the world of work. This organisation has been the main driver for national improvement in CEIAG with tools such as the Enterprise Adviser Network (EAN), Careers Hubs, Careers Leaders training and support, and supporting the implementation of the Gatsby Benchmarks as a best practice standard for careers provision.

- 2.4 The Careers strategy: making the most of everyone's skills and talents was published in December 2017, bringing a focus to careers education, laying out several aims including adoption of the Gatsby Benchmarks to develop and improve careers provision. It places a high priority on young people having a range of opportunities, to learn from employers, including first-hand experience of the workplace.

- 2.5 In 2018, new legal duties came into force detailing that:

- Every school must ensure that there is an opportunity for a range of education and training providers to access all pupils in year 8 to year 13 for the purpose of informing them about the range of careers options and qualification pathways.

- Every school must have arrangements in place to ensure to meet their legal duty and have a careers programme for young people and their parents.
- 2.6 To support the Careers strategy, the Careers guidance and access for education and training providers: Statutory guidance for governing bodies, school leaders and school staff is regularly updated with the most recent version published in October 2018. This document also includes the requirements and expectations on schools.
- 2.7 Research undertaken by the charity Education and Employers in 2017 shows young people who have 4 or more workplace encounters while at school are 86% less likely to be Not in Education Employment or Training (NEET) and on average will go on to earn 18% more than their peers who did not. Therefore, access to a high quality career education programme with employer encounters embedded throughout is essential for young people to give them the best start to their working life, support them to develop the skills needed for the future labour market and enable them to reach their potential.
- 2.8 In addition, research by the charity Education and Employers and the Careers and Enterprise Company has shown that family are the key influencers in the decisions that young people make. It highlights that children's aspirations are shaped from a young age and often based on gender stereotypes or socio-economic backgrounds. Parental engagement is therefore essential for this work area.

3.0 The Greater Manchester Context and Activity

- 3.1 In 2016, GMCA published The Greater Manchester Careers and Participation Strategy, setting out four priorities:
- NEET reduction and positive progression through high quality participation.
 - Careers education, information, advice and guidance for young people.
 - The Greater Manchester offer for young people.
 - Securing good maths and English attainment along with digital skills to enable progression.
- 3.2 The strategy and its priorities are delivered and supported through the GM Careers and Participation Reference Group and a team based within GMCA. The work of the team is delivered under the name Bridge GM and includes the following activity:
- Enterprise Advisor Networks
 - Careers Hub
 - GM Apprenticeships and Careers Service (GMACS)
 - Mayor of Greater Manchester's Meet Your Future campaign.

3.3 Enterprise Advisor Networks

- 3.3.1 The purpose of the EAN is to create powerful, lasting connections between local businesses and the schools and colleges in our area. The Enterprise Coordinators recruit senior business volunteers (Enterprise Advisers) to work strategically with school leadership teams to guide and influence the development and implementation of an effective careers programme in line with the Careers strategy, statutory guidance and Gatsby Benchmarks. It will have employer encounters and workplace experiences at its heart to inspire and prepare young people for the fast changing world of work.
- 3.3.2 Since May 2017, Manchester City Council has invested in Manchester's Enterprise Adviser Network, by part-funding an Enterprise Coordinator, with an additional Enterprise Coordinator added in September 2018. Currently there is capacity for all secondary schools and colleges to benefit from having an Enterprise Adviser if they wish, who will support them to undertake a diagnostic review of their current careers provision. The review is done through an online platform, which supports schools and colleges to self-assess their performance against the eight benchmarks to identify gaps/priority areas to feed into the development plan.
- 3.3.3 Overall, Manchester is making impressive progress in implementing the Gatsby Benchmarks with 22/41 schools and colleges having achieved 100% implementation of benchmark 5 Encounters with employers and employees, 24/41 for benchmark 6 Experiences of workplaces and 34/41 schools and colleges have achieved 100% implementation of benchmark 8 Personal guidance.
- 3.3.4 Following the lower initial results for benchmarks 4 (Linking curriculum learning to careers) and 5 (Encounters with employers and employees), there has been focused work to improve the employer engagement with schools through the EAN and Manchester is already improving employer encounters and workplace experiences, with more schools:
- focussing on learner preparedness, ensuring students are fully aware of the expectations required of them prior to the placement taking place,
 - working to ensure students are taking part in placements that link to their interests and career aspirations,
 - offering greater flexibility with dates to better meet the needs of businesses,
 - driving and developing their own employer engagement strategy, growing their business networks and building sustainable relationships, and
 - offering alternatives to individual placements such as site/office visits, extended work experience e.g. one or two days a week, bespoke programmes to individual needs.

3.4 Careers Hub

- 3.4.1 GMCA is one of 21 Careers Hubs across England as part of the Government's Careers Strategy. The GM Careers Hub is named the Bridge GM Careers

Hub, is accountable to the Skills and Employment Partnership and was launched on the 3rd October 2018, with the first year of the project officially beginning in January 2019.

3.4.2 The aim of the Bridge GM Careers Hub is:

- To test and innovate against the Gatsby Benchmarks, with a particular focus on Benchmarks 3 (Addressing the needs of each pupil), 4 (Linking curriculum learning to careers), 5 (Encounters with employers and employees) and 6 (Experiences of workplaces).
- To use the learning from this and the EANs to create a community of best practice to be shared with all schools and colleges across GM and nationally.
- For each locality to have a thriving Local Area Careers Hub by July 2020 (year two of the pilot), led by all the schools and colleges in each area. This will complement the existing employer-led EANs. The Hub for Manchester is currently under development.

3.4.3 During year one, careers leads from five Manchester schools and colleges have been involved in workshops to develop their own ability to deliver the above aims, to plan strategically how they will implement the priority Gatsby Benchmarks, and to develop communities of practice to speed up this implementation and support career programme development. The careers leads have agreed priorities for the academic year and are working through an activity cycle in order to manage the change process with opportunities to learn from each other across GM and identify CPD development needs.

3.4.4 Levenshulme High School is an ‘innovator’ school, which as an exemplar of best practice, is sharing their skills and knowledge to bring the other schools involved up to a similar level of quality in their careers offer and therefore improving their benchmark scores. The same model is being replicated across the other nine GM local authorities. Examples of Levenshulme High School’s best practice include:

- A ‘whole school approach’ to careers that is firmly embedded across the curriculum with a hands on Assistant Head and a Head teacher who is very keen and enthusiastic about careers.
- They treat their careers offer very seriously, invest a lot of time in making it extremely comprehensive and varied, addressing all of the years in the school.
- Established and sustained strong professional relationships with a diverse range of employers and businesses who contribute lots of activities and events in and out of school.
- Continue to evaluate and improve their offer and are keen to work with more businesses to expand their careers related encounters.

3.4.5 Evidence shows that schools and colleges engaged with a Career Hub and the Enterprise Advisor Network provide more effective CEIAG.

3.5 Meet Your Future

- 3.5.1 The Mayor of Greater Manchester, Andy Burnham, launched Meet Your Future in April 2019. Meet Your Future is a campaign to encourage organisations to engage with young people from lots of different communities across Greater Manchester by, for instance, offering work shadowing and workplace safaris/work experience.
- 3.5.2 The Enterprise Coordinators also organised GM Meet Your Future Speed Networking events in June 2019, for young people in years 9 and 10. They were to inspire and inform young people about the range of career options and pathways available to them, and the industries/skills that are growing and in demand across our city region. Four schools from Manchester attended with 15 young people from each, 60 in total.

3.6 GM Apprenticeships and Careers Service (GMACS)

- 3.6.1 GMACS, formerly known as the GM Careers Portal, is a developing resource which was launched by GM Mayor Andy Burnham in November 2019. It will give young people clear information about the opportunities on offer across Greater Manchester, with resources and information on how to secure their future employment.

4.0 CEIAG in Manchester

- 4.1 As set out in the Our Manchester Industrial Strategy, CEIAG is imperative to developing a more inclusive economy, building ambition and aspiration, ensuring young people understand and can access Manchester's labour market. CEIAG is essential for providing the knowledge, understanding, confidence and skills that are necessary for all of our young people to make informed choices and plans for their future learning and career. This is especially important in terms of the support that is required for our priority groups, including the work to prevent young people becoming NEET. It is also key to connect young people to the City's future economy and labour market requirements, and in this way we are supporting the future labour market and economic growth in the city.
- 4.2 There is a fragmented approach to delivering careers across Manchester, with some schools directly employing their own advisors and other contracting on of the numerous IAG providers based in and around Manchester who offer provision to support schools with their careers programme, such as Our Futures, Changing Education, Career Ready and Career Connect. These organisations provide services that schools can buy in, ranging from careers advisers who offer personal guidance, through to organising work experience placements.
- 4.3 In addition the Work and Skills Team, in partnership with colleagues in Education, contribute to this agenda by:
- Facilitating the CEIAG network and supporting events

- Encouraging Quality Provision
- Supporting the most disadvantaged
- Supporting Employer Engagement
- CEIAG for Future Skill Gaps

4.4 Facilitating the CEIAG network

4.4.1 The CEIAG Network was established to enable professional peer support, drive up standards by sharing good practice and provide quality assurance. It meets quarterly and has 92% of careers leads and staff from Manchester schools and colleges engaging with the Network in various forms.

4.4.2 Meetings are themed around pertinent economic issues but to include three standing items:

- Employer engagement and Labour Market Information - employers from each sector are invited to the meeting
- Transition and NEET prevention - The Network work closely on the strategic development and operational improvements of initiatives to promote the successful transition of Year 11 students into education, employment or training such as the NEET Reduction Plan and the Risk of NEET Indicator.
- Enterprise Coordinators and GM updates – covering the latest developments from Bridge GM and sharing the good practice from schools.

4.4.3 In between the quarterly meetings the Work and Skills Team supports the CEIAG Network in the following ways:

- Production of a CEIAG Newsletter,
- Monthly labour market information slide-pack and toolkit,
- Regular engagement through visits, phone and email contact.

4.4.4 The CEIAG Newsletter and Monthly Messages, a monthly labour market information pack, support educational institutions to make young people aware of the changing economy and prepare for career opportunities that underpin our ambition for an inclusive economy.

4.5 Encouraging Quality Provision

4.5.1 The Gatsby Benchmarks set out the activities, that combined, create a high quality careers programme. The Quality in Careers Standard (QiCS), is a National award to quality assure careers programmes making sure that what is being delivered is of a high standard.

4.5.2 Over the last few years, Manchester City Council has been supporting Manchester secondary schools and colleges to begin or continue working towards and achieving the full Quality in Careers Standard. Currently there are 29 schools engaged with Inspiring IAG ensuring that the quality of careers programmes across Manchester is improving.

4.5.3 We have also linked up with Positive Steps, who already work in Greater Manchester with the Inspiring IAG delivery of the Quality in Careers Standard. Alongside the offer of working with primary schools on the Primary Inspiring IAG programme, they have put together a menu of activity sessions including LMI sessions for primary school staff and parents/carers, and a selection of other careers and aspirational sessions. We will liaise with our Education colleagues to target primary schools which are related to areas with high NEET figures and will also have a focus on the transition from primary to secondary school.

4.6 Supporting the most disadvantaged

4.6.1 Manchester City Council has a focus on supporting the most disadvantaged and sharing good practice, linking in with the work around transition and prevention of NEET.

4.6.2 Referrals to the Sir Howard Bernstein Summer School are received from schools across the city with a focus on high NEET producing schools and those with high Free School Meals and Pupil Premium populations. The programme is designed and targeted at vocationally unsure young people and as such potentially NEET, vulnerable and those considering technical and apprenticeship pathways. The project offers transition support, careers inspiration activities and employability skills development through an 8 week programme working with students from the end of their GCSE exams to GCSE results and college enrolment. Sessions are run in conjunction with large and growth sector employers in the city such as Hewlett Packard Enterprises and PWC and focus on raising awareness and skill development. Students receive a weekly bursary conditional on attendance and are supported to open a bank account to receive this. The programme includes several reward mechanisms and provides food as a measure to tackle holiday hunger.

4.6.3 The summer school programme is supplemented with a work experience placement in one of the partner employers, in the autumn or spring terms. The placement also has a bursary attached to fund clothing, travel and lunches and ensure that young people from disadvantaged backgrounds have access to high quality work experience placements without finances being a barrier. The students are then matched with an industry based mentor to provide ongoing inspiration and professional guidance. The matches are not made as vocational matches but to provide a professional network and activities to raise confidence and access to the workplace. In 2019, 17 young people completed the programme and progression rates to a positive post 16 destination were 100%. A young person led focus group will take place in early 2020 with participants from the first two cohorts to name and brand the full offer.

4.6.4 Following a pilot phase, the We Love Manchester - Manchester Rising Stars Grant has been scaled up to a value of £100,000 per annum for the year 2020. This fund gives young Mancunians (aged 16 - 24, and up to 30 if they have experience of homelessness) access to grants of between £200 and £2,500 to purchase tools, equipment, uniform, funds for courses, accreditation

and others costs relating to moving into and sustaining employment, education or training. The eligibility criteria state that young applicants must be in employment (including self-employment), education or training, have an offer of employment, education or training or have a clear goal and plan to move into an opportunity of employment, education or training. As such the grants enable young people to move forward and progress on a successful pathway. A case study about Mariajacky is in Appendix 1 with others available on the website.

4.7 Employer engagement

4.7.1 Manchester City Council recognises the need to support employer engagement with schools and colleges. The Work and Skills Team is both actively encouraging employers to make offers as well as working with schools and colleges to enable them to request and take-up these offers. Our Aim is for schools, colleges and employers to work together to make effective use of each other to achieve the common goal of improving the work related learning and work readiness of Manchester's young people.

4.7.2 The Work and Skills and Education Teams continue to work with large projects to maximise the opportunities for our young people. For example, the Our Town Hall project we organised a workshop to co-design a programme to support work experience. This has achieved three work experience weeks an academic year with 12 places each time. The Factory Project also offered a work experience placement to schools, in summer 2019 with five schools involved. Working with these types of projects helps us to ensure opportunities are available to schools in our priority areas.

4.7.3 The Work and Skills and Education Teams continue to develop and improve the communication channels between schools and employers, which includes:

- Mapping exercise of all known employer engagement methods, routes and brokers to understand the complexity and identify any gaps.
- Developed a Guide for Employers on how best to engage with a secondary school (Appendix 2).
- Neighbourhood level linkages through business networks promoting employer / schools engagement.
- Provided Anchor Institutions with the list of employer engagement opportunities with schools and encouraged involvement.

4.8 CEIAG for Future Skill Gaps

4.8.1 In order to support the development of the skills needed for Manchester's future labour market, the Work and Skills Team have established specific networks for some of Manchester's key sectors: the Manchester Digital Skills Network and the Manchester Construction Skills Network.

4.8.2 The Manchester Digital Skills Network is made up of over 100 digital and education professionals who convene every two months to explore how to support the digital sector to grow and to tackle the digital skills gap, helping

Manchester to become a leading digital and highly skilled city, by developing a strong pipeline of digital talent. The network's focus is on ensuring the people of Manchester have all five basic digital skills and have accessible opportunities to develop technical skills, enabling them to gain digital confidence to participate in and to drive growth in the digital sector and progress in the future economy.

- 4.8.3 A subgroup of the Manchester Digital Skills Network has been established with a focus on young people and exposure to digital skills. It has commissioned an audit of the current digital 'offer' delivered by Manchester's secondary schools, as well as a selection of projects to increase the opportunities available to Manchester's young people, such as InnovateHer and Digital Advantage.
- 4.8.4 The Manchester Construction Skills Group is a group of employers working together to provide employer intelligence that aims to address the skills gaps in the sector and link Manchester residents to opportunities. The Work and Skills Team supported the Manchester CEIAG Construction Sub-group, through which 11 schools were matched with construction contractors to develop activities to improve the schools careers programme.
- 4.8.5 Achieving Manchester's ambition to be a zero carbon city by 2038 provides a number of opportunities for young people within the City. Specifically, there is a need to ensure our young people have the skills necessary to benefit from the opportunities the move to a Green Economy will bring. A paper on the Green Economy was presented to the Economy Scrutiny Committee in November 2019 and has a section on Education and Skills. Awareness raising and consultation with the CEIAG network is in place. The Work and Skills Team, with Education, are developing a skills response which will set out the immediate skill needs for the City. This will include: planning now for the skills demand of young people who are yet to enter the labour market; identifying highly transferable skills which will be needed in a zero-carbon economy, and how best to support those with no or low skills to benefit from the opportunities through the delivery of the Adult Education and Skills Plan.
- 4.8.6 The Manchester College has piloted T Levels, the Government response to the development of technical and vocational skills which are designed to complement apprenticeships and A-levels at post 16, and will be offering four pathways from 2021. They include an industry placement of at least 315 hours (approximately 45 days), which therefore require a considerable level of employer engagement to deliver and management to ensure employers are not inundated with requests. The Manchester College has an Employability Team specifically for this purpose.

5.0 Skills for Life

- 5.1 Skills for Life promotes the use of a common language to describe five key skills and a commitment to increase opportunities for children and young people to practice, reflect and record these skills. The five skills are

Communication, Problem Solving, Self-belief, Self-management and Teamwork.

- 5.2 Papers have recently gone to the Children and Young People Scrutiny Committee. They have focused on the development of Skills for Life, formally known as Curriculum for Life, highlighting the key findings of the pilot project and the next steps to further develop and embed Skills for Life across Manchester.
- 5.3 Through campaigns and promotional materials, Skills for Life will raise the profile of the transferable skills required by all employers so that children and young people understand the importance and relevance, especially in emerging sectors and changing labour market.
- 5.4 The specific work regarding how employers can embed the Skills for Life has developed since the Children and Young People Scrutiny Committee. A new Employer Engagement with Schools booklet developed by the Work and Skills Team sets out a number of asks for employers as follows:
- Spread the word - Raise awareness of the Manchester Skills for Life programme with other employers.
 - Adopt the language - Weave the language of the 5 skills into whatever you do with children and young people.
 - Create opportunities - Provide or signpost children and young people to skill building activities.
 - Test the skills - Find ways to assess and unlock the potential of your future workforce.
 - Value the learning - Support children and young people to reflect, record and own their skills progression.

6.0 Conclusion and Next Steps

- 6.1 Over the last few years, there have been many positive developments in careers education, preparing young people for the world of work by developing the skills they need for future labour markets. Nationally, the Careers Strategy has created clear expectations with roles and responsibilities, the Gatsby Benchmarks and work of the Careers and Enterprise Company provide a structured focus and the Quality in Careers Standard delivers the quality assurance.
- 6.2 As GMCA continue to increase their employer engagement and support improvements to careers programmes, MCC will align its resources so as not to duplicate this effort and will continue to build on the work being undertaken at a GM level, continuing to proactively work with GMCA to develop Bridge GM to ensure that this meets the needs of Manchester's schools, colleges and businesses.
- 6.3 Locally, in order to ensure that we are facilitating an inclusive economy there is an increased need to ensure the universal and targeted CEIAG offers are available, appropriate and promoted effectively. Using data, for example from

the digital audit, to ensure all young people can access opportunities within Manchester's key sectors such as through Digital Advantage with SEND young people.

- 6.4 It is important that both schools and employers recognise and understand the need for flexibility when referring to employer encounters and workplace experiences, especially with the introduction of T Levels. The package of CEIAG activity needs to be bespoke to each young person, developed to engage their interests and meet their skills needs, whilst ensuring that advice is relevant and up to date.
- 6.5 Skills for Life plays an essential part in supporting Manchester's young people to develop the transferable skills required for the future labour markets. It is essential that the five Skills for Life are recognised by employers and that they are built in to any employer engagement with schools as well as recruitment practices, using the same language and providing young people with fair opportunities to demonstrate these skills.

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Appendix 1 – Sir Howard Bernstein Development Fund Case Study



Mariajacky arrived in the UK from Uganda when she was 7 years old, living and attending school in east Manchester with her family. It quickly became obvious that she was a studious and intelligent student. Mariajacky experienced some difficult personal and family circumstances that meant she had to return to Uganda half way through her secondary education and attend a boarding school. This was a shock and a hard transition. In 2016 she was delighted to be able to return to the UK. In her final year of high school, Mariajacky became estranged from her family and was supported by her school, social services and Centre Point to move into supported accommodation. This put her under extreme financial pressure, meaning she needed to take on a part time job at KFC, whilst studying full time.

During her GCSE exam period, Mariajacky attended the Ariana Grande concert at the Arena on 22nd May 2017. Fortunately she was physically unharmed as a result of the attack, but had experienced an extremely traumatic event at an already stressful time in her life. Despite this she made it to school the following day as she was focussed on her pending exams and her plans for A Level study at sixth form college. Mariajacky says that the experience made her more determined as she felt lucky to be alive.

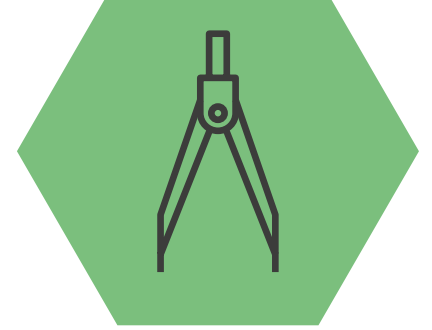
Despite her experiences and disruptions to her education, she went on to achieve 6 A*s, 2 As and 1 B in her GCSEs and went on to study Maths, Physics and Economics A Levels. She continued to be a hardworking student, giving up her part time job to focus on her academic studies and to work towards her ambition of progressing to university. She was encouraged to apply to Cambridge and received a conditional offer needing 2 A* and 1A to take up the offer.

Mariajacky was being supported by her college, ex-school and Church but was still experiencing severe financial hardship which was impacting on her studies. At this point she was referred to **We Love Manchester Charity**. The charity was delighted to provide financial support under the **Manchester's Rising Stars Fund**. This paid for a much needed laptop and her travel to college and the library, easing the financial pressure in her final months of A Level study and in the run up to exams, and allowing her to avoid returning to casual work at the expense of her studies.

Mariajacky continued to study day and night and incredibly achieved 2 A's and 1 C in her final exams. She is an inspirational young woman who has overcome adversity to achieve her goals, and is indeed a Rising Star! Mariajacky has just embarked on her

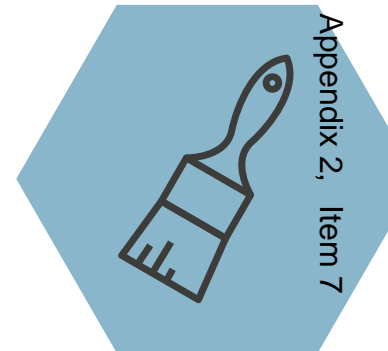
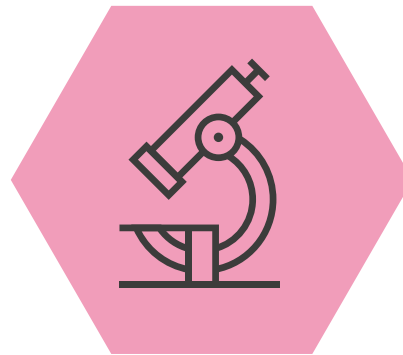
next chapter at Leeds University where she will be studying BSc Aviation Technology with Pilot Studies. We Love Manchester provided a further **Manchester's Rising Stars** grant to help fund her university essentials such as text books and her all-important Pilot uniform!

We wish her all the best at University and beyond, and are proud to be a part of her future success.

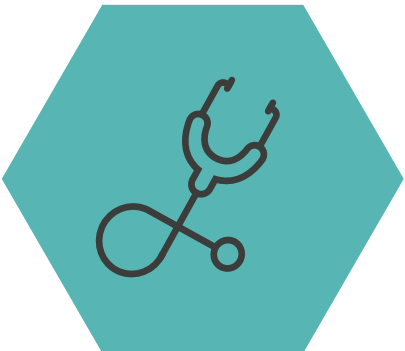


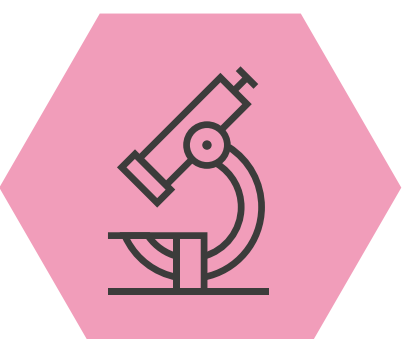
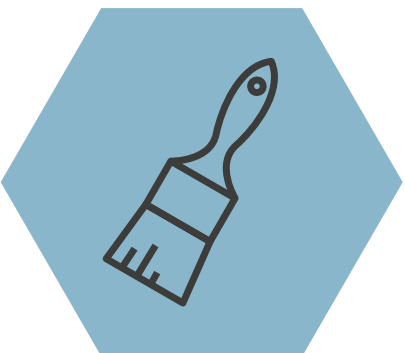
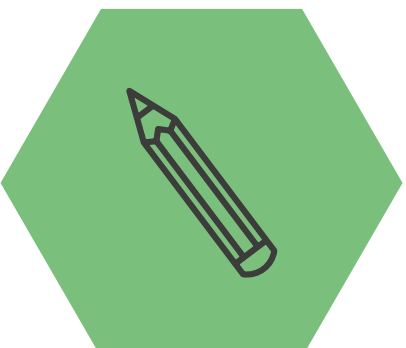
A MANCHESTER GUIDE FOR EMPLOYERS

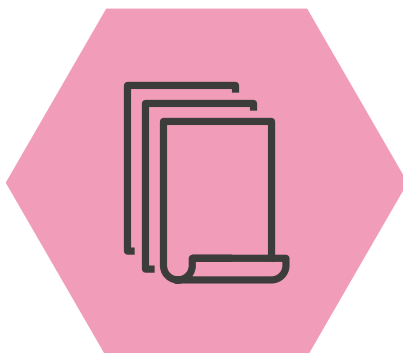
How to support schools



Appendix 2, Item 7







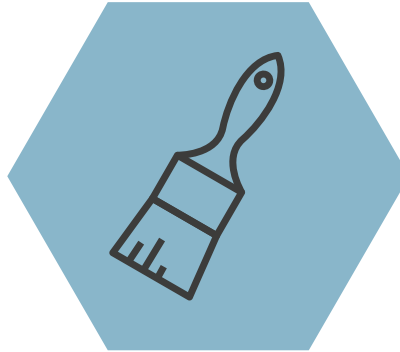
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- 1. WHY SUPPORT SCHOOLS?**
- 2. THE SCHOOLS CONTEXT**
- 3. STRATEGIC OPTIONS**
- 4. DELIVERY OPTIONS**
- 5. FUNDING OPTIONS**
- 6. HOW TO MAKE CONTACT**

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**EVERY BUSINESS
NEEDS A DIVERSE,
STRONG, ENGAGED
AND INFORMED
FUTURE TALENT
PIPELINE.**
”

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INTRODUCTION

Many employers in Manchester already work closely with schools and offer amazing opportunities for our young people. As requests for employer engagement from schools are growing, this booklet is designed to bring these requests together in one place. It will help all employers (public, private, and the voluntary and community sector) to navigate them, to make the best use of their resources, and to do more to support Manchester's young people to succeed.

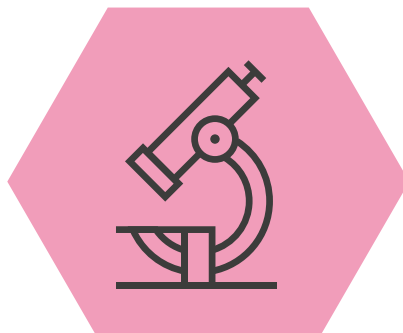
Supporting Manchester's young people to develop their talent, fulfil their potential and leave school with the attributes employers need, benefits both the young people themselves and their future employers.

We want you to be part of shaping Manchester's future workforce.

As the worlds of business and education continue to change, collaborative relationships between the two are more important than ever, and can bring significant mutual benefit and create broader impact for society.

The jobs of the future are yet to be defined and there are numerous sectors for young people and their teachers to navigate.

We want businesses to help teachers and young people understand where the opportunities will be in the labour market and the skills they will need to access them.



WHY SUPPORT SCHOOLS?

Research from the charity Education and Employers shows that young people who have four or more workplace encounters while at school are 86% less likely to be Not in Education, Employment or Training (NEET). It also shows that on average they will go on to earn 18% more than their peers who did not.

Benefits to an employer:

Employees working with schools also benefit:

- » It's an opportunity to introduce and encourage young people and fresh ideas to their company.
- » Businesses have access to a strong and diverse future talent pool.
- » It contributes to their wider corporate aims, including corporate social responsibility (CSR).
- » Development of their people-management skills.
- » Employer-supported volunteering often leads to increased brand loyalty and employee engagement.
- » It enhances their public profile by supporting the local community.

Every business needs a diverse, strong, engaged and informed future talent pipeline. There are many ways to work with Manchester's schools. There is no more important time than now to start working with schools and colleges to support children and young people to reach their potential and prepare for their futures.

To consider:

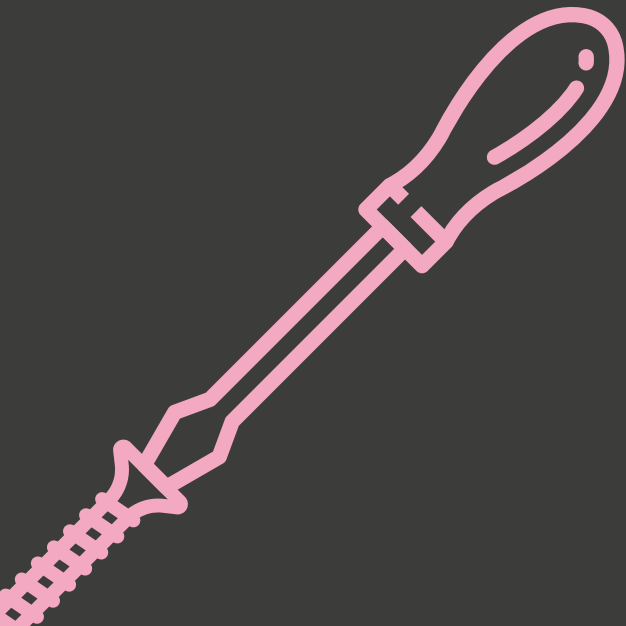
Before making contact with a school, you may wish to consider the following:

- » What can you offer?
- » How does your offer fit with your talent attraction and commitment to social mobility?
- » What is your capacity? How many staff can you commit? When are you available?
- » Do you want to stay local or make your offer citywide?
- » Do you have a preferred age group or specific group of young people to target? Would you like to diversify your workforce?
- » How will this support your talent development and talent-attraction strategy?
- » What impact do you want to make? What do you want to achieve?
- » Do you want to offer/support a one-off activity, or build a long-term relationship where you get to understand the school's needs, how you can support them, and develop your talent pipeline?



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**WE WANT YOU
TO BE PART
OF SHAPING
MANCHESTER'S
FUTURE
WORKFORCE.**
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THE SCHOOLS CONTEXT

In 2017, the Government launched the Careers Strategy, which highlighted the importance of all pupils having access to a high-quality careers education, including exposure to employers and work places. The Gatsby benchmarks have also been promoted as the core dimensions of a careers programme, and schools are required to implement all the benchmarks by 2020.

The Ofsted Education Inspection Framework 2019 places increased importance on schools having good careers education, with a greater focus on the personal development of children and young people.

Over a third of children and young people in Manchester are growing up in poverty. Education and work are ways they can break the cycle of deprivation and share in the prosperity of Manchester's economic growth.

Employers have a role in making sure children and young people are work-ready.

THE GATSBY BENCHMARKS

1. A stable careers programme
2. Learning from career and labour market information
3. Addressing the needs of each pupil
4. Linking curriculum-learning to careers
5. Encounters with employers and employees
6. Experiences of workplaces
7. Encounters with further and higher education
8. Personal guidance

SKILLS FOR LIFE

In recent years there have been growing calls from young people locally, regionally and nationally for a 'curriculum for life', equipping children and young people with the skills and knowledge needed to succeed in the real world. There have been similar calls from employers, who highlight a need for school and college-leavers to be better prepared for work through the development of transferable employability skills.

Manchester has responded to this call by developing a citywide approach that will support future generations to prepare for their futures.

The 5 skills we want children and young people to develop throughout their primary, secondary and post-16 years are:

Communication



Teamwork & Leadership



Problem Solving



Self-management



Self-belief



Employers have an important role to play in the development of these skills. They are well placed to work with schools to create opportunities for children and young people to practise these skills.



SKILLS FOR LIFE – WHAT EMPLOYERS CAN DO

5 SKILLS – 5 ASKS

1. Spread the word

Raise awareness of the Manchester Skills for Life programme with other employers.

Ask employers to:

- Page 125
- » Speak about it at business networks.
 - » Retweet Manchester City Council campaign.
 - » Inform your own staff and suppliers about the Skills for Life programme both as employers and Manchester parents.



2. Adopt the language

Weave the language of the 5 skills into whatever you do with children and young people.

Ask employers to:

- » Embed the language of the 5 skills into the work you already do with children and young people, eg. work experience, inspirational talks, enterprise challenges.

3. Create opportunities

Signpost children and young people to skill-building activities.

Ask employers to:

- » Expand your current offer to identify new ways to assist children and young people to practise their skills.
- » Support your suppliers in delivering new skill-building activities.
- » Consider how to create opportunities that are accessible to young people further from the job market.
- » Encourage young people to take up other opportunities in their city that will increase their skills development, eg. National Citizenship Service, local sports clubs, volunteering opportunities.

4. Test the skills

Find ways to assess and unlock the potential of your future workforce.

Ask employers to:

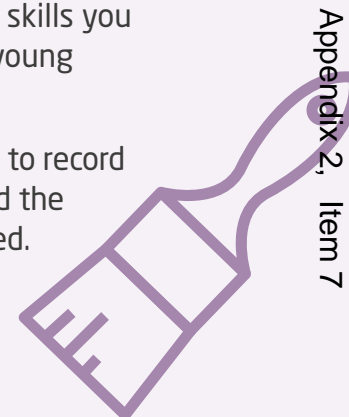
- » Review your recruitment and selection processes (from advert to interview) to improve the ways you test the employability skills and work-readiness of young people.
- » Reflect the way you communicate to young people the importance of skill development in your workplace.

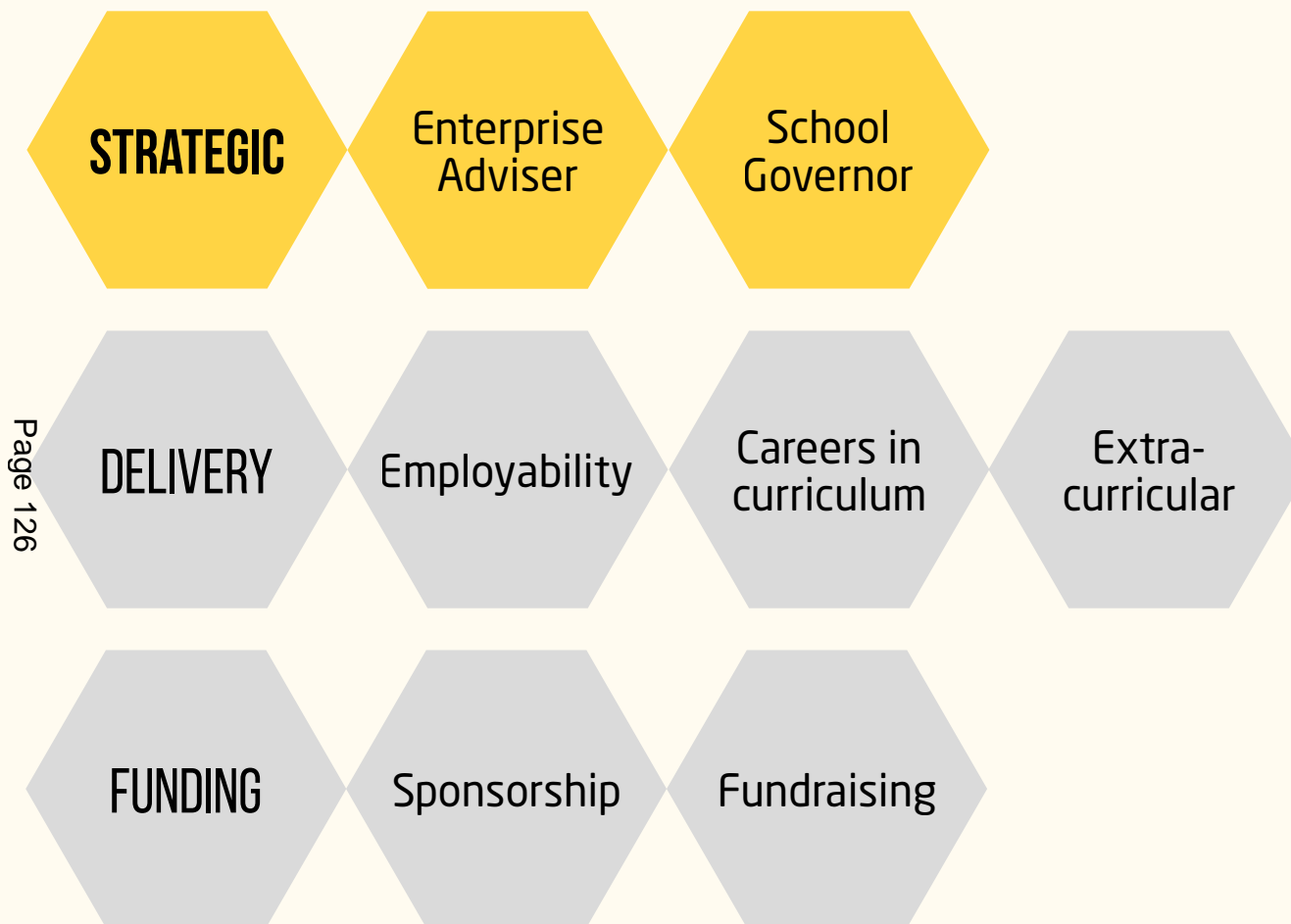
5. Value the learning

Support children and young people to reflect, record and own their skills progression.

Ask employers to:

- » Build into any activity an opportunity for children and young people to reflect on the learning from your session.
- » Provide feedback on the skills you have seen children and young people demonstrate.
- » Encourage young people to record what they have done and the skills they have developed.





STRATEGIC OPTIONS

Be a school governor

School governors are volunteers who are committed to making sure that their school provides the best possible education for all its pupils. Governors come from a range of different backgrounds and bring different skills and expertise to the role.

There are different types of governors on governing bodies, including:

- » **Local Authority Governors** – recruited from a range of backgrounds and businesses to help communicate local policy
- » **Co-opted Governors** – appointed by the governing body, these people are deemed to have the relevant skills and experience to contribute to effective governance and the success of the school.

There may also be other types of governor, depending on the type of school.

Governors' responsibilities include:

- » Attending all governing body meetings, usually 3-6 per year
- » Having an enhanced DBS check
- » Attending any subcommittee meetings they are involved in
- » Reading any papers circulated before meetings
- » Accessing appropriate training
- » Visiting the school as part of a programme of governor visits with a specific focus.

**Governors work with the school to offer:**

- » Strategic leadership
- » Knowledge of the local community
- » Links with other employers and business networks to support the delivery of the careers programme and other school priorities
- » Specific expertise, eg. finance and management of resources, strategic planning and performance management.

To find out more, go to Manchester City Council's website www.manchester.gov.uk

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Many employers in the city recognise that members of their staff who volunteer as governors gain skills that can have a positive impact in their workplace. Many have embedded school governor programmes into their social responsibility priorities. The University of Manchester has set up an award-winning School Governor Initiative to support its staff to be governors. Find out more on the university website.

If you would like to discuss having an organisation-wide programme to encourage and support staff to become governors, please contact Ruth Bradbury, School Governance Lead: schoolgovernance@manchester.gov.uk.

The University of Manchester School Governor Initiative

Over 1,000 staff and alumni give 1,200 days of support to schools each year. Schools where university staff are governors have received higher-than-average inspection ratings.

Recognised as an exemplar of public service and social impact.

“

AS AN ENTERPRISE ADVISER I HAVE BEEN ABLE TO BRING NEW PERSPECTIVES INTO THE DESIGN OF THE SCHOOL'S WORK-RELATED PROGRAMME. IT IS THE PARTNERSHIP BETWEEN EMPLOYERS AND EDUCATIONALISTS THAT CAN MAKE A DIFFERENCE.

”

Andy Lovatt
EAN Loreto High School

Become an Enterprise Adviser

The Enterprise Adviser Network (EAN) bridges the gap between education and employers by pairing individual Enterprise Advisers with a school or college to help build a strategic employer engagement plan.

The aim is to support the school or college to improve their implementation of the Gatsby Benchmarks, particularly 5 and 6, by increasing the number of meaningful employer encounters and workplace experiences that all young people receive. This will raise aspirations, inspire the young people, and prepare them for the world of work.

Enterprise Advisers work with the school to:

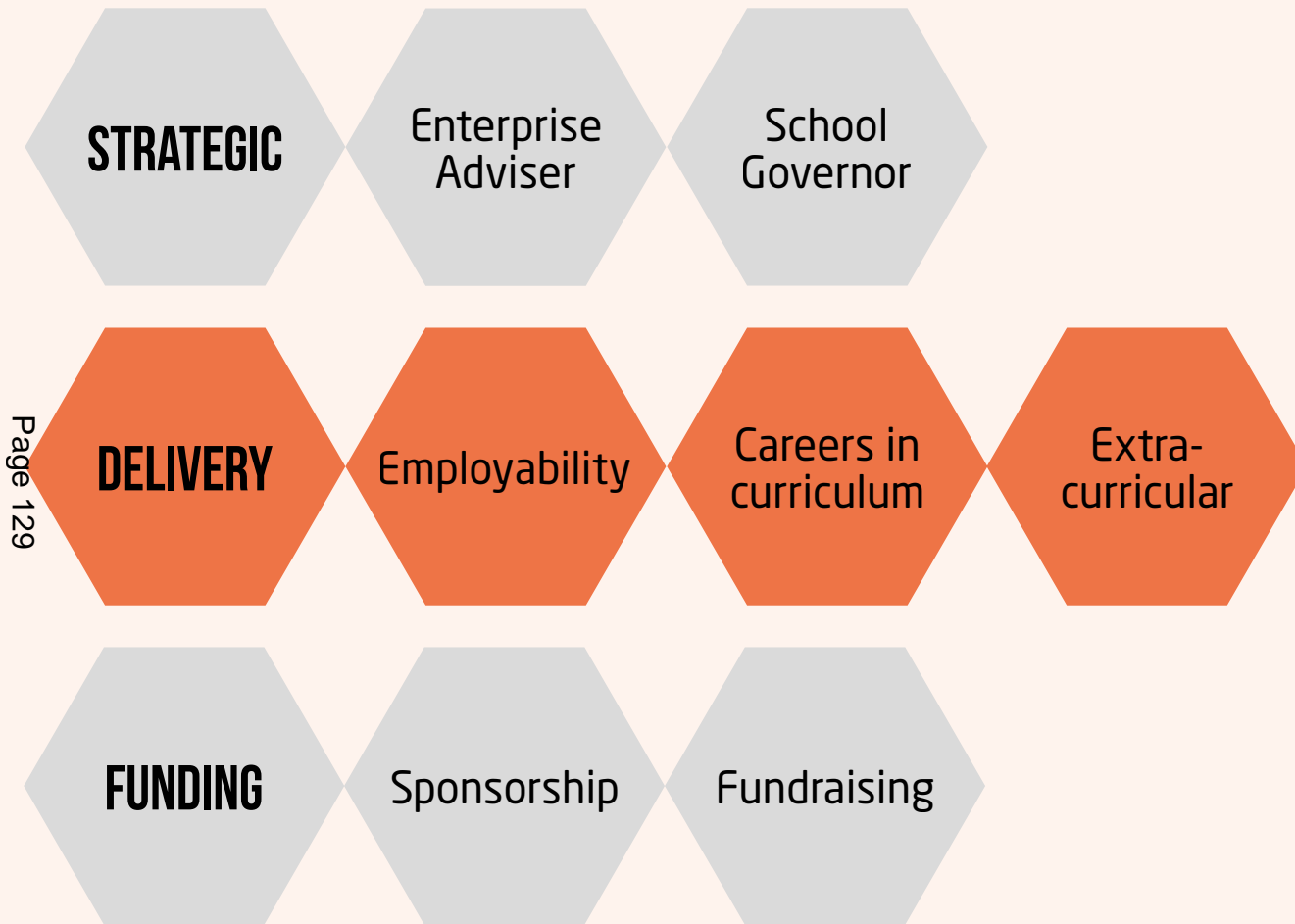
- » Build a relationship and review current provision
- » Establish a careers and enterprise plan
- » Implement the plan and evaluate provision.

Enterprise Advisers should expect to spend eight hours per month in this role. They would also be required to:

- » Have an enhanced DBS
- » Attend Enterprise Adviser Network meetings.



You can find out more about becoming an Enterprise Adviser on the Careers and Enterprise Company's website, here, or to become an Enterprise Adviser for a school or college in Manchester, contact Nafisa Hakim at nafisa.hakim@greatermanchester-ca.gov.uk, or Claire Walker at claire.walker@greatermanchester-ca.gov.uk.



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DELIVERY OPTIONS

There are three ways employers can support the delivery within a school:

Employability, Careers in Curriculum and Extracurricular.



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**DIGITAL
ADVANTAGE
BRINGS TOGETHER
SCHOOLS WITH
TRAINERS AND
EXPERTS FROM
INDUSTRY TO
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EXPERIENCES.**
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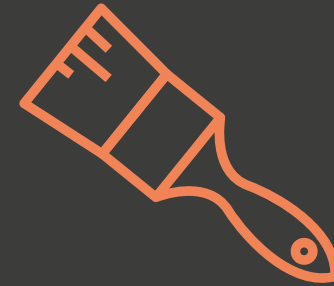
Melland High School



Examples of activities

	Linking curriculum learning to careers	Employer encounters	Experiences of the workplace
	Benchmark 4	Benchmark 5	Benchmark 6
Mock interviews		✓	
Business lunches		✓	
CV workshops		✓	
Careers talks		✓	
Careers fairs		✓	
Job-shadowing			✓
Work experience			✓
Workplace visits	✓		✓
Mentoring		✓	✓
Work-related projects	✓	✓	
T level industry placement	✓		✓
Enterprise competitions and awards	✓	✓	
Assemblies and inspirational talks	✓	✓	
Skills for Life	✓	✓	✓
Become an ambassador, eg. STEM	✓	✓	✓
Teacher CPD	✓		





Our Town Hall Work Experience

Construction and design companies involved in the restoration of Manchester Town Hall collaborated to deliver a work experience week. By working together they were able to provide a rich and varied work experience offer for 12 students from different schools. Sharing the task meant that they shared the time commitment and workload.

Employability

To ensure that young people can reach their potential and contribute to the economy, it is essential they have the opportunities to develop and improve their employability skills, and understand the world of work. There are many ways to do this. Most fall into employer encounters: where employers go into the school setting; or experiences of the workplace, where young people go into a working environment. Other activities may occur in either or both settings, and may cover other benchmarks.

Employer encounters

The time commitment can vary from a one hour input (eg. inspirational talk in an assembly) to half a day (eg. delivering or facilitating career-themed workshops).

Employers will work with the school to respond to a specific need the school has identified, or they can approach the school with an idea.

Experience of the workplace

This is not just traditional work experience, which has a time commitment of usually one week. This can vary according to the time allocated from the school and the needs of the students. Other options include job or work-shadowing, such as the Mayor of Greater Manchester's Meet Your Future: Work-Shadowing and Workplace Safaris via <https://bridgegm.co.uk/meet-your-future/>

Employers work with the school to plan and deliver a high-quality experience of the workplace offer, including exposure to different roles and pathways, as well as a specific student-led activity. It is also good practice to capture students' learning from the experience and to highlight the five Skills for Life.

SE Recycling supported at-risk and SEN students with work experience, improving their employability skills.

**Newall Green High School
Pioneer House
High School**

UKFast delivered digital assemblies and took students on behind-the-scenes apprenticeship events.

**St Paul's Catholic High School
Dean Trust Ardwick**

Lloyds are supporting a bespoke mentoring programme for years 9-11.

**Manchester
Enterprise Academy**

McCann created a careers film to share with students.

**Abraham Moss
High School**

Female engineers from Network Rail worked with year 9 and 10 students on careers.

**The East Manchester
Academy**

Thirty-two employers provided mock interviews for 150 students.

**Connell Sixth
Form College**

STEM Ambassadors

STEM Ambassadors are volunteers from a wide range of science, technology, engineering and mathematics (STEM) related jobs and disciplines across the UK. They offer their time and enthusiasm to help bring STEM subjects to life and demonstrate the value of them in life and careers by delivering a range of activities, such as career talks, mentoring, practical workshops, and exhibitions. For more information or to join, email:

**holly.jones@
scienceandindustrymuseum.org.uk**



Careers in curriculum

Gatsby Benchmark 4 is about linking curriculum learning to careers. It is about making subjects more relevant to everyday and working life. Real-life contexts and examples can make subjects easier to understand and help young people feel more engaged in their learning. Linking curriculum learning to careers can boost achievement and help young people to progress. They are more likely to engage and be motivated if they know about opportunities for further study and how subjects can be combined with others to give access to different pathways.

Employers will work with the school to:

- » Develop problem-based challenges to show how the knowledge and skills developed through subjects are used in working life
- » Volunteer as a presenter, adviser or judge to help run curriculum enrichment activities such as Young Enterprise, Dragons' Den etc
- » Develop lesson plans, teacher CPD or work alongside teachers to deliver lessons, integrating a careers context into the classroom.

Extracurricular

Extracurricular activities are enrichment opportunities that take place outside of lessons. These include before-school and after-school clubs, eg. sports clubs, or programmes such as Code Club. Employers can be involved to use their expertise, knowledge and commitment to work with young people in a more informal way.

Employers will work with schools to respond to a specific request the school or activity provider has identified, or they can approach the school with an idea.

Mentoring

Mentoring can take place in lesson time or after school, and evidence shows it can be very beneficial to the young people and the employees involved. Programmes such as ReachOut and One Million Mentors engage employers to work individually with a young person so they can develop a relationship with them and support them to aspire and achieve. These programmes require a regular commitment over a period of time, eg. an academic year, often involving training and supervision, including awareness of basic safeguarding policies and procedures.

Employers will work with schools or existing mentoring organisations to be a mentor (for themselves or members of their staff) and respond to the needs of the identified mentees.

Code Clubs provide 9 to 13-year-olds with an opportunity to learn to code. Organised by teachers and volunteers - usually from business - they support young people through a series of projects that develop their skills.



Read Manchester is working with schools and employers to create opportunities for employees to go into schools to listen to children read.

Targeting priority groups

Some employers are particularly interested in working with young people from disadvantaged backgrounds, or with specific needs (eg. looked-after children, care leavers, young people with special education needs or disabilities – SEND).

Employers work with the school to respond to a specific need the school has identified, or they can approach the school with an idea.

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One Million Mentors want every young person to have a trained mentor as they transition into adulthood. This helps to address the skills gap and improves social cohesion.

BW3's Aspirational Mentoring programme establishes informal and supportive one-to-one relationships between BW3 business professionals and local students.

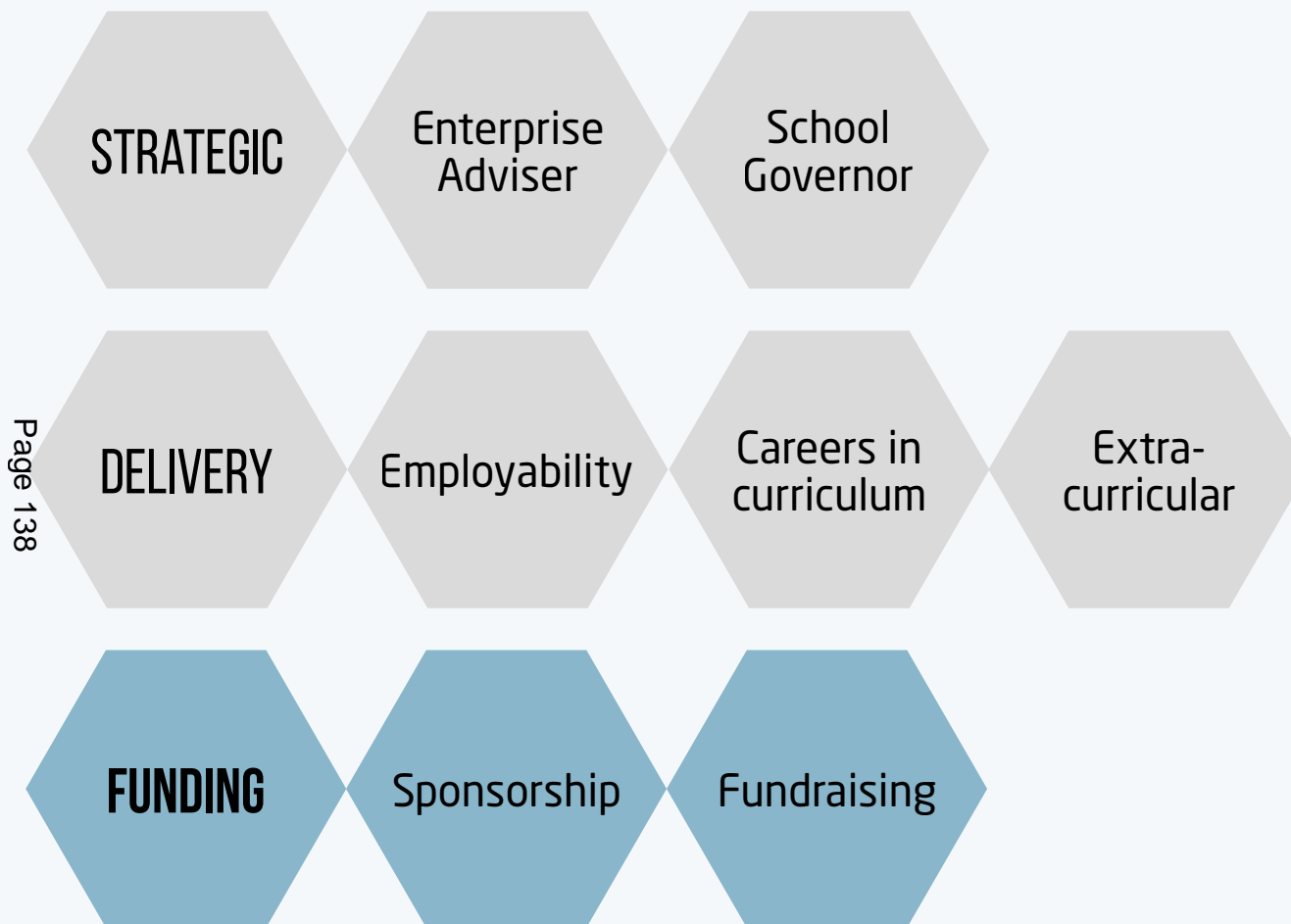


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**MENCAP ARE
FOCUSING
ON WORK-
EXPERIENCE
OPPORTUNITIES.
THIS IS A FUNDED
PROJECT FOR
YOUNG PEOPLE
WITH SEND.**
”

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Grange School





FUNDING OPTIONS

Employers can support schools to develop their fundraising strategy to enrich the curriculum and develop extracurricular activities.

Schools can also benefit greatly from additional resources to enhance their educational and community offer. This can be an effective way for employers to demonstrate their corporate social responsibility and make a real difference to a school community.

Employers work with the school to raise funds or sponsor specific activities and projects, eg:

- » Extracurricular clubs, eg. Mad Science, Code Club, Eco Club
- » Improving their facilities, eg. playground equipment, IT equipment
- » Providing support for their learners or their families, eg. breakfast clubs
- » Funding an enterprise competition or awards
- » Providing bursaries for disadvantaged children
- » Purchasing specific equipment, eg. IT, art supplies
- » Funding a specific project or activity.

Fundraising examples

These activities can also be seen as team-building activities.

A staff team entered the Great Manchester Run to raise funds to contribute towards a residential trip.

Businesses donated prizes for their local primary school's Spring Fair raffle to raise money to replace the school's playground equipment.



Sponsorship examples

We sponsored the World Book Day event and provided 750 pupils with a £5 book token.

Kiely Brothers

Manchester Airport Group have funded engagement projects.

St Paul's Catholic High School

HOW TO MAKE CONTACT

Contact a school directly

This is the most direct and potentially the quickest way to begin your relationship with a school. You can:

- » **Visit the school website** – all secondary schools are required to publish their careers programme and career leader's name and contact details
- » **Telephone** – ask to speak to the head teacher or person responsible for careers and work-related learning or employer engagement.

Do not be put off if you do not receive a response straight away or you are not successful with your first contact attempt. Do not give up. Sometimes using more than one method is more successful.

Register on Bridge GM

Go to <https://bridgegm.co.uk/> and complete your details under Meet Your Future. An Enterprise Co-ordinator will then be in touch to discuss your offer and how they can link you with a secondary school or college.

Register your offer on the Manchester Schools Hub

Email workandskillsadmin@manchester.gov.uk for the pro forma to list your offer on the Schools Hub, enabling all secondary schools in Manchester to contact you.

Make use of business networks

Through your business networks you can get involved in the work already underway with schools. You can find other employers who have positive experiences of working with schools and find out what worked for them. You can also connect and work collaboratively with other employers to offer/support a range of activities.

Existing business networks include:

- » Our Manchester Business Forum
- » North Manchester Business Network
- » South Manchester Business Network
- » Business Working With Wythenshawe (BW3)
- » Manchester Digital Skills Network
- » Manchester Construction Skills Network.

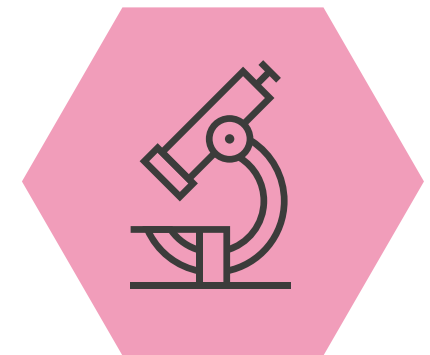
Email workandskillsadmin@manchester.gov.uk for contact details of the business networks across Manchester.

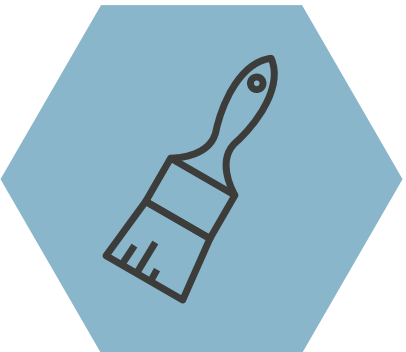
Contracts

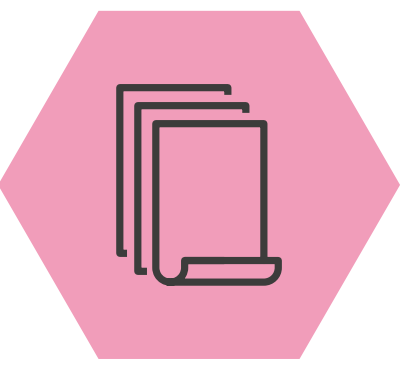
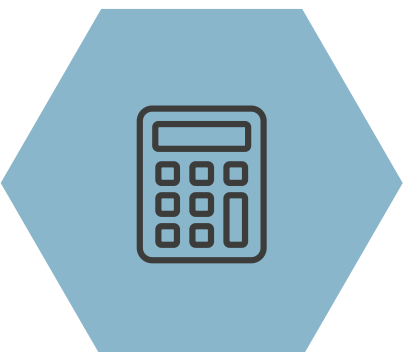
All contracts with Manchester City Council include a Social Value element, which can include working with schools and colleges. Employers will be expected to outline the added value of their contribution and this will be monitored throughout the life of the contract.

Make use of existing connections

Your own employees may already be involved with Manchester schools, such as a governor or parent/carer, or be friends or family of school employees.







**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee - 9 January 2020
Subject: Delivering the Our Manchester Strategy
Report of: Executive Member for Housing and Regeneration

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.

Contact Details:

Name: Cllr Suzanne Richards
Position: Executive Member for Housing and Regeneration
Telephone: 0161 234 3355
E-mail: cllr.s.richards@manchester.gov.uk

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.

3.0 Building Together - Manchester Labour's Promise to Manchester

- 3.1 In May 2019, I was re-elected as Executive Member and there was at that election a new Manchester Labour manifesto which need to be reflected in my priorities for the year ahead.

- 3.2 There are a number of the promises which are specific to my portfolio:

3.3 Housing

- 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.
- We have successfully trialled landlord licensing and will now seek to identify further areas across Manchester to roll out to over the coming year.

- We have put an extra £1/2 million a year into the budget and will use all the powers we have to the full to tackle rogue landlords and we will re-invest monies received from civil penalties into further work targeting rogue landlords.
- We will raise awareness of tenants' rights and develop an updated Tenants Rights Charter in collaboration with renters in the City.
- We will work with partners across the city to support those living in substandard or unsafe accommodation to ensure that they are aware of their rights and signposted to appropriate advice and legal support.
- We will support Manchester residents to ensure that they do not bare the burden of post Grenfell remediation works.
- We will lead the way on Zero Carbon housing by piloting new build affordable housing and retrofit schemes in the next year.
- We will campaign to end 'no fault' evictions.
- We will campaign for an extension of devolved powers at a Greater Manchester level to regulate the growth of Short Term lettings (airBnB) in the City.
- We will campaign for powers to control rents and for minimum guaranteed tenancies of at least 3 years in the private rented sector.

4.0 Priorities update:

4.1 Affordable Housing

Manchester is going to deliver a minimum of 6400 new affordable homes in Manchester between 2015 - 2025. The Council is forging a new and improved strategic relationship with the Manchester Housing Providers Partnership (MHPP) as a major delivery partner and with Homes England to provide substantial grant funding. The Council is investing its land to support the building of at least 50% of the new affordable homes as well as delivering some homes directly.

We have at the last two Executives agreed land disposals to One Manchester and Wythenshawe Community Housing group for the delivery of 100% social housing schemes.

Project 500

A small sites (less than 25 plots) review has been undertaken which has identified approximately 140 sites and circa 600 plots have been identified as being suitable for new affordable homes. So project 500 has grown already with additional sites requiring more due diligence to bring them forward.

These sites will be direct delivery by Registered Providers who will also be supporting a number of Community Led Housing schemes. Details of the sites will be presented to members through a number of drop in sessions in the new year.

Northwards & the HRA

As the current contract with Northwards is coming to an end a review of the ALMO has been commissioned (as has taken place in the past.) Kevin Lowry has been appointed our Interim Director of Housing and Residential Growth. He will act as the Council's representative for the ALMO and will be conducting the review. The initial stage of the review will be concluded by the end January 2020.

Alongside this advice has been sought on an affordable housing vehicle which we hope to be able to present to members in the new year.

4.3 Right to Buy buy-backs

At the November Executive we set out a clear policy around purchasing back Right to Buy properties where the buyers intend to sell within 10 years of the original purchase. Manchester loses a significant amount of social properties every year to Right to Buy, which takes hundreds of homes annually out of the market that would otherwise go to Manchester people on the housing register.

We are beginning to see more Right To Buy homes being offered back to the Council, so it was important we formalise a policy. As financially we are not in a position to purchase every home that becomes available we are also working with our Registered Provider partners who are in a better position to do so. This policy will ensure that if providers are able purchase former Right to Buy homes, they will be rented at no more than the Local Housing Allowance level to ensure they're as accessible to Manchester people as possible.

Right to Buy Fraud

As a result of Officers work to safeguard against Right to Buy fraud we had a successful conviction back in october. Crimes like this make all our jobs that much harder to do. It is important we send a clear message that we are looking out for this type of fraud and will take tough action when it is discovered.

5.0 Housing Enforcement

Selective Licensing

Manchester currently has four selective licensing areas, encompassing approximately 2,000 private rented properties. The pilot areas and duration of each scheme are as follows:

Crumpsall	13 Mar 2017 - 12 Mar 2022
Moss Side	8 Jan 2018 – 7 Jan 2023
Moston	23 Apr 2018 – 22 Apr 2023
Old Moat	23 Apr 2018 – 22 Apr 2023

Progress made up to November 2019 in licensing properties and carrying out compliance inspections is set out below.

Pilot Area	No. PRS	No. not licensable	Appls Received	Licences Granted	Compliance Inspections
Crumpsall	358	54	326	326	58
Moston	394	71	286	229	11
Moss Side	1217	268	1019	502	81
Old Moat	312	30	254	134	1

Work to ensure all relevant properties are licensed is nearing completion, and compliance work will then increase for the remaining years of each scheme. A full report reviewing the Selective Licensing schemes so far will be submitted to Scrutiny in March 2020, where progress and outcomes will be reviewed and four further areas to extend the scheme to will be identified.

HMO Licensing

Following the extension to mandatory HMO Licensing there are now 1,818 licensed HMOs across Manchester, with the majority located in South Manchester due to the high student population and requirement for shared accommodation. The HMO legislation changed in October 2018 to include smaller HMOs occupied by 5 or more persons sharing amenities. This has resulted in 996 new applications. The figure includes 110 applications passported over from Selective Licensing which now meet the new HMO licensing requirement.

Each HMO is subject to a pre-licensing inspection to ensure the property meets HMO standards on space and amenities and safety standards. 838 pre-licensing inspections have been carried out since January 2019. As a result of these inspections 536 hazard letters have been issued and 12 enforcement notices served for serious disrepair. 78 revisits to check compliance have been carried out.

206 HMO applications are currently in progress, around 30 new applications are currently received each month and a project team has been developed to progress work around suspect properties.

Since the changes in October 2018 the Team have applied conditions to reduce occupancy at 49 properties due to inadequate provision of space or amenities. Many landlords have said they plan to extend, re-configure layouts

or add amenities to ensure they comply with the HMO standards around space and amenities.

During the period of a HMO licence, a compliance inspection is carried out to ensure the licence holder is complying with licensing conditions and meets the HMO management regulations. Since October the Team have carried out 275 compliance inspections. 19 properties found to be broadly compliant and 5 properties to be non compliant, resulting in enforcement notices. 272 are now fully compliant.

The Team have also set up a robust referral process with colleagues in Licensing and Out of Hours and Neighbourhood Compliance for any HMO licensed properties where there has been significant issues with noise or waste. Cases are investigated to ensure the licence holder is complying with licensing conditions and working with the Council to address any concerns. Failure to do so may result in enforcement action by the Housing Compliance and Enforcement team

Service Requests

From April 2019 to November 2019 the Team received 1,233 requests for service from tenants. These will relate to disrepair issues, as well as landlord harassment and illegal eviction allegations. Service requests have been increasing.

In Quarter 1 (Apr, May, Jun) 363 received compared to 344 in 2018 (5% increase) In Quarter 2 (Jul, Aug, Sep) 477 received compared to 409 in 2018 (16% increase)

We have had a focus on housing communications on the Council's social media channels to drive up awareness of tenants' rights. Therefore, this rise in service requests could be due to increased knowledge of the team. We will continue to monitor to identify any trends.

153 enforcement notices have been served by the Requests for Service Team, including 39 Environmental Protection Act Notices, 40 Improvement Notices under the Housing Act, 1 Emergency Prohibition Order and 7 Emergency Remedial Notices.

The Team are now working more closely with colleagues in Homelessness, particularly where illegal evictions may have been carried out.

Rogue Landlords / Proactive work

The Rogue Landlord Team has been running since April 2018. The team comprises of 3 housing officers who work closely with fire officers, police, immigration and other agencies to target and tackle Rogue Landlords across Manchester, addressing poor housing conditions and resolving problems for the wider community.

Since April 2019 the team has inspected 280 properties across the city. 11 Prohibition Orders and 44 Improvement Notices have been served for hazards including Excess Cold, Fire, Damp and Mould, Lack of Smoke Detection and Electrical Hazards. The number of Prohibition Orders served is high, and although this reflects the conditions the team are finding, this must remain a last resort and be monitored to ensure tenants are not being adversely affected through this work.

Since April 2019, the team have completed 6 'Days of Action' involving other agencies, including the Fire Service, Immigration, GMP and Manchester City Council Neighbourhood Teams. These took place on Ashton New Road and Ashton Old Road, Moston Lane, Hyde Road, Dickenson Road and most recently Princess Road in Moss Side. Visits took place to inspect properties to ensure they were safe and habitable for tenants. Enforcement work such as Emergency Remedial Action, Prohibition Orders and the serving of Improvement Notices have seen improvements in housing standards in these areas.

Many landlords are working closely with the team to improve the conditions of their property portfolios and those that aren't are being held to account.

Civil Penalties

The introduction of Civil Penalty Notices (CPNs) has provided an additional enforcement tool. Since January 2019 10 civil penalties totalling £94,000 have been issued and a further fifteen cases are being considered. Civil Penalties can be used as an alternative for prosecution for various offences under the Housing Act and monies recovered from the fines are invested back into enforcement activity within the Housing Compliance and Enforcement Team.

Landlord Engagement

The Team were successful in gaining £10k funding from BEIS (Dept Business, Energy and Industrial Strategy) to develop methods to simplify the way regulation is delivered in the Private Rented Sector. We know informal and positive engagement with landlords has reduced and are using the funding to explore ways to improve landlord/ regulator relationships and understand the support needed. This has involved informal drop in sessions on changes to HMO licensing, surveys at these sessions to gather feedback on wider regulation, the drafting of simple landlord checklists (to include waste and recycling issues) and better co-ordination of activities with LOOH and Neighbourhood Compliance Teams.

This work has been well received by Landlords so far, and several have offered to test and give feedback on resources developed. The Team have also bid for external funding to develop a landlord forum and a landlord training package.

Private Rented Sector Strategy Refresh

A number of roundtable sessions have been held with Members looking at our approach and powers around the Private Rented Sector in the city. This was followed by a consultation with partners, residents and landlords in November. The consultation is currently being evaluated and final proposals and a refreshed strategy will be brought to Scrutiny in March.

Section 21

The Queen's speech confirmed that proposals for the abolition of no fault evictions will go ahead. However, proposals were also confirmed to make it easier for Landlords to gain back possession of their homes through the courts when there is good reason to do so. This I am sure will come as no surprise to members. We will await further details as the Bill comes forward and ensure that we work with our MPs to try and influence the final form of any legislation.

6.0 Northern Gateway SRF

We were hoping to hear back from Government in relation to our Bid for £51.6m Housing Infrastructure Fund to unlock Redbank / New Town neighbourhoods in the Autumn. Due diligence has been undertaken by Homes England and MHCLG. An announcement on the outcome of the bid has been delayed by the General Election. We anticipate a decision in early 2020. The Council and our joint venture partner FEC have committed to undertaking a first phase of delivery in Collyhurst. A more detailed consultation exercise with residents is anticipated to commence in the New Year.

Reports setting out the joint ventures Strategic Business Plan and details of first phase of delivery are scheduled for consideration at February's cycle of Economy Scrutiny and Executive.

7.0 Climate Emergency - Zero Carbon Housing

We are working with each of the organisations that manage the 16,000 council-owned homes to identify what physical works are required to the properties in order to reduce their carbon consumption. Initial estimates from Northwards Housing suggest that work to the 13,000 properties they manage will cost at least an extra £107m. We have also asked them to consider how they can encourage their staff and residents to change behaviours to reduce their carbon impact. Northwards Housing have been extremely active in this area and have achieved Platinum level for Carbon Literacy amongst their staff.

Across the wider social housing sector the registered providers have worked collaboratively for a number of years to identify best practice in retrofitting their homes and are undertaking works across the city. This has included installation of solar PV panels, ground source and air source heat pumps, external cladding to some homes and one RP (One Manchester) has converted a block of maisonettes to meet the PassivHaus standard as well as delivering new build PassivHaus homes in an affordable tenure.

Conversations are ongoing about how we might also work together on the 'winning hearts and minds' element of tackling climate change and the behaviour change which is needed to reach our zero carbon goals.

In November the Council supported the Manchester Low Carbon Homes event, which I attended as a speaker and panel member for the opening session. This was the highest attended event they have held across the UK and all the tickets were taken before the promotional work for the event kicked in. This I believe is a positive sign of the level of engagement and desire for action in Manchester across the whole housing sector. Feedback to note from the event was that 'no access to funding' was highlighted as a barrier preventing 55% of attendees from retrofitting. Key outcomes from the event were to develop a Manchester Retrofit Plan, (working with GM colleagues) and to host a follow up event in 2020.

8.0 Short Term Lettings

Manchester recognises that its Nightly Letting Sector (short term lets) is popular and growing. Such accommodation brings benefits to our City, homeowners are able to benefit from additional income whilst presenting visitors with an affordable and comfortable alternative to hotels.

However, whilst most homeowners let their homes within the law and maintain excellent standards, this is not always the case (whether intended or unintended). When managed poorly there can be an adverse impact on both the safety of occupiers but also on the amenity of neighbours.

There is also a concern that with the spread of short term accommodation, efforts made to re balance our neighbourhoods with good quality family homes is being undermined.

The Small task group of Members and Officers has met a number of times and developed an action plan around the areas the Council currently has power and influence.

Our powers to limit such adverse impacts are limited, however, we are committed to tackling the negative aspects of short terms lets wherever possible. Through a multi-agency approach involving officers from the Housing, Neighbourhood and Planning teams we are exploring what action can be taken to manage such issues.

The Planning team for example are investigating a number of alleged short term lets across the city and whether there is sufficient evidence to pursue action. Members may recall this is an area which has continued to attract attention given, outside of London, planning powers are weak and proving there is an unauthorised use is challenging.

Notwithstanding this there has been some success with enforcement action being upheld on a property close to the Airport in 2017 and more recently an agreement has been reached for part of a property to cease use as a short

term let in Cheetham without the need for formal action. In both cases there had been a protracted investigation process and the results clearly merited the approach, it is acknowledged this is resource intensive.

Currently, there is a further property which is under consideration for formal action. This is at an early stage and is being closely monitored. Dependant on the evidence officers are exploring whether this could be used as an example to test the existing planning regime.

We are also progressing developing a Short Term Letting Charter to launch in the new year and building an evidence base on the impact of Short Term Lets in the city to support future lobbying.

9.0 High Rise Fire Safety

The Council has been named as one of the first 'early adopters' of the Hackitt Review's recommendations for building safety. The review was undertaken in the wake of the Grenfell tower tragedy and is intended to act as a guidance for behaviours around the management of high-rise properties to ensure fire and building safety for residents.

The main aims of the scheme of early adopters is for members to:

- Lead and Drive forward Hackitt recommendations to champion building safety and share best practice to encourage culture change across industry.
- Implement changes across their organisations to ensure building safety is considered upfront so that buildings they are working on are safer for residents, prior to changes in regulations and legislation.
- Support Government and play an active role in the development of building safety policy.

We continue to support Manchester Cladiators and will be hosting a meeting with them in the New Year for blocks that are still struggling to get a fair and equitable resolution to their remediation works.

We are supporting Inside Housings current campaign calling on Government for a building safety fund which is not limited by height or to ACM buildings only and a national taskforce capable of inspecting buildings, prioritising work according to risk and ordering builders/building owners to carry it out.

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 9 January 2020

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

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.

Wards Affected: All

Contact Officers:

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

Background documents (available for public inspection):

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

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
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.	An email was sent to officers on 18/9/19 seeking a response this recommendation.	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 2019**, 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.

Corporate Core					
Subject/Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
<p>Collyhurst Regeneration Ref: 15/005</p> <p>The approval of capital expenditure for land and buildings in Collyhurst.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Eddie Smith, Strategic Director (Development and Growth) e.smith@manchester.gov.uk
<p>Estates Transformation Ref:2017/06/30D</p> <p>The approval of capital spend to ensure that the operational estate is fit for purpose.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Richard Munns r.munns@manchester.gov.uk
<p>To report on changes to the Council's Allocations Scheme. 2019/04/25D</p> <p>To agree the changes to the Allocations Scheme.</p>	Executive	16 Oct 2019		Revised Allocations Scheme	Martin Oldfield m.oldfield@manchester.gov.uk
Development of new build	Executive	16 Oct 2019		Executive Report	Richard Munns

<p>Gorton Hub (2019/07/26C)</p> <p>Development of a multi-partner hub building in Gorton District Centre to deliver health and care services alongside space for One Manchester and a reprovisioned library</p>				<p>and Checkpoint 4 Business Case</p>	<p>r.munns@manchester.gov.uk</p>
<p>Hammerstone Road Depot refurbishment (2019/07/30A)</p> <p>The approval of capital expenditure to refurbish the depot to increase utilisation, reduce carbon emissions and improve the accommodation.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 2nd Sep 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Georgia Cayton, Estates Service Lead Tel: 0161 234 4659 g.cayton@manchester.gov.uk</p>
<p>Development and Growth</p>					
<p>Brownfield Land Register Update 2019 2019/03/01D</p> <p>To publish Manchester's Brownfield Land Register.</p>	<p>Deputy Chief Executive, Strategic Director (Development and Growth)</p>	<p>Not before 29th Mar 2019</p>		<p>Report and Recommendation</p>	<p>Richard Elliott, Head of Policy, Partnership and Research r.elliott@manchester.gov.uk</p>

<p>Delivering Manchester's Affordable Homes to 2025 - Establishment of Strategic Partnership with Homes England (2019/09/05A)</p> <p>To negotiate and formalise a Strategic Partnership with Homes England to enable the delivery of Manchester Affordable Homes to 2025</p>	<p>Strategic Director - Development and Growth</p>	<p>Not before 4th Oct 2019</p>	<p>In consultation with the Executive Members for Housing and Regeneration and Finance and HR</p>	<p>Report and Recommendation</p>	<p>Steve Sheen s.sheen@manchester.gov.uk</p>
<p>Delivering Manchester's Affordable Homes to 2025 - Disposal of sites (2019/09/05B)</p> <p>To agree the disposal of sites in Council ownership for the provision of affordable homes</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 4th Oct 2019</p>	<p>In consultation with Strategic Director (Growth and Development) and Executive Members for Housing and Regeneration and Finance and HR</p>	<p>Report and Recommendations</p>	<p>Steve Sheen s.sheen@manchester.gov.uk</p>
<p>Delivering Manchester's Affordable Homes to 2025 - Establishment of Partnership arrangements with Registered Providers (2019/09/05C)</p> <p>To establish partnership arrangements with</p>	<p>Strategic Director - Development and Growth</p>	<p>Not before 4th Oct 2019</p>	<p>In consultation with City Treasurer (Deputy Chief Executive) and the Executive Members for Housing and Regeneration</p>	<p>Report and recommendation</p>	<p>Steve Sheen s.sheen@manchester.gov.uk</p>

Registered Providers together with their partners/consortium for defined areas in the North, Central, South and Wythenshawe areas of the City.			and Finance and HR		
<p>Delivering Manchester's Affordable Homes to 2025 -Agreement of legal terms (2019/09/05D)</p> <p>To enter into and complete all necessary legal documents and agreements to give effect to delivering Manchester's Affordable Homes to 2025</p>	City Solicitor	Not before 4th Oct 2019		Report and recommendations	Fiona Ledden, City Solicitor fiona.ledden@manchester.gov.uk
<p>Buying back former Council properties - Policy approval (2019/09/05E)</p> <p>To approve a policy for the Council to buying back properties which have been sold under the Right to Buy to increase the amount of social housing and to reduce the number of former Council properties entering the private rented sector.</p>	Strategic Director - Development and Growth	Not before 4th Oct 2019	In consultation with the City Treasurer (Deputy Chief Executive) and the Executive Members for Housing and Regeneration and Finance and HR, following consultation with local Ward	Report and Recommendation	Martin Oldfield m.oldfield@manchester.gov.uk

			Members.		
<p>Buying back former Council properties - Setting of purchase prices (2019/09/05F)</p> <p>To agree purchase prices and make any necessary arrangements to purchase properties in line with the policy</p>	Strategic Director - Development and Growth	Not before 4th Oct 2019	In consultation with City Treasurer (Deputy Chief Executive) and the Executive Members for Housing and Regeneration and Finance and HR	Report and recommendation	Martin Oldfield m.oldfield@manchester.gov.uk
<p>Northern Gateway Strategic Business Plan (2019/09/11A)</p> <p>To approve the Strategic Business Plan for the Northern Gateway Joint Venture</p>	Executive	11 Dec 2019		Executive Report and Draft Strategic Business Plan	Eddie Smith, Strategic Director (Development) e.smith@manchester.gov.uk
<p>Land Disposal at Blackrock Street, Beswick (2019/09/11C)</p> <p>To agree the disposal of land at Blackrock Street, Beswick to One Manchester to facilitate the delivery of 25 social rent homes.</p>	City Treasurer (Deputy Chief Executive)	Not before 10th Oct 2019		Executive report - 16.10.19 Executive Report - Eastlands Regeneration Framework 13.12.17 and 13.03.19 Economy Scrutiny and Executive Report – Delivering Manchester’s	Richard Cohen r.cohen@manchester.gov.uk

				Affordable Homes to 2025 06.09.19 & 11.09.19	
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3. Economy Scrutiny Committee Work Programme – January 2020

Thursday 9 January 2020, 10.00am
 (Report deadline Friday 20 December 2019) **** PLEASE NOTE DEADLINE DUE TO CHRISTMAS HOLIDAYS**

THEME – The City’s future economy and labour market requirements

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Budget 2020/21 – Officer proposals	The Committee will receive a report outlining the main changes to delivery and funding arrangements. Savings included as officer options to be debated.	Councillor Ollerhead (Exec Member for Finance and HR)	Carol Culley	There will be no detailed business plans for Directorates included in this report
The City’s future economy and labour market requirements	To receive 2 reports. The first report to cover:- <ul style="list-style-type: none"> • Current Labour Market Information; • Skills demand and supply; and • Consideration of future direction of travel The second report to cover:- <ul style="list-style-type: none"> • Careers Education, Information, Advice and Guidance (CEIAG) 	Cllr Rahman (Exec Member Skills Culture and Leisure)	Angela Harrington	Invite Chair of CYP Scrutiny Minute extract of the CYP Scrutiny Committee from 9 October 2019 in reference to Curriculum for Life to be circulated in advance of the meeting

	<p>programmes;</p> <ul style="list-style-type: none"> • Schools engagement in developing the skills needed for future labour markets; and • Curriculum for Life 			
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 Manchester Strategy for those areas within the portfolio of the Executive Member for Housing and Regeneration	Cllr Richards (Exec Housing and Regeneration)	Cllr Richards	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Thursday 6 February 2020, 10.00am
(Report deadline Monday 27 January 2020)**

THEME –

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
Refreshed Budget 2020/21 proposals	The Committee will consider the refreshed budget proposals for 2020/21, following consideration of original proposals at its January 2020 meeting	Councillor Ollerhead (Exec Member for Finance and HR)	Carol Culley	
Northern Gateway Strategic Business Plan	To receive a report that seeks Executive's approval on the Strategic Business Plan for the Northern Gateway Joint Venture	Councillor Leese	Eddie Smith	Executive report
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 Manchester Strategy for those areas within the portfolio of the Leader	Cllr Leese (Leader)	Cllr Leese	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Thursday 5 March 2020, 10.00am
(Report deadline Monday 24 February 2020)**

THEME –

Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
District Centres	To report on the work undertaken by the District Centres Sub Group to enable its findings to be integrated into Local Plans.	Cllr Richards (Exec Member for Housing and Regeneration)	Eddie Smith	Invite Professor Cathy Parker, Institute of Place Management.
Withington Village Development Plan	To receive a report that provides details of the draft Withington Development Pan prior to public consultation.		Eddie Smith Martin Saker	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

Themes identified at the Committee's Work Programme setting meeting

(Items highlighted in grey indicate that these have been included in the work plan of one of the above meetings)

Theme	Tentative Date of meeting
<p>The Effects of Poverty on the City</p> <p>To include information on:-</p> <ul style="list-style-type: none"> • Data at a ward level on employment/unemployment rates, self-employment and zero hours contracts, unfilled jobs (how Manchester residents are being trained/upskilled) • Family Poverty • Inclusive Growth (with reference to specific activities) • Equality of jobs and the roll out of the Greater Manchester Good Employment Charter • Work with Schools (promotion of entrepreneurship) 	TBC
<p>Young People</p> <ul style="list-style-type: none"> • Follow up to the Young People's Workshop in November 2017 (additional workshop session to be arranged) 	Provisionally between Feb and March 2020 meetings
<p>Moving from Growth to Wellbeing</p> <p>To include information on:-</p> <ul style="list-style-type: none"> • The impact on Manchester residents as the City's economy grows and how these people are supported to ensure they are not left behind • The pace of growth in Manchester's economy • The impact of the growth in Manchester's economy on BAME groups 	TBC

Previous Items identified by the Committee to be scheduled (New items added in blue)

Theme – Strategic Regeneration

Item	Purpose	Lead Executive Member	Lead Officer	Comments
GM Spatial Framework	To receive an update on the implementation of the GMSF and its implications for Manchester	Cllr Leese	Richard Elliott Eddie Smith	
Manchester's Local Plan	To receive an update report in relation to Manchester's updated Local Plan following consultation with Manchester residents and key stakeholders	Cllr Leese	Richard Elliott Eddie Smith	
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 (Exec Member for Housing and Regeneration)	Eddie Smith	See November 2017 minutes

Theme – Transport and Connectivity				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
HS2 update	To receive an update on the progress that has been made with the delivery of HS2 and the impact this will have on the city's economy	Cllr Leese	Eddie Smith	
Bus Franchising update	To receive an update on the Greater Manchester Mayors proposals to franchise the regions bus service impact this will have on the city's economy	Cllr Leese	Richard Elliott	
Theme - Skills development for Manchester residents aged 16 and over.				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Higher Education provision and its impact on the City's economy	To be determined	Cllr Rahman (Exec Member Skills Culture and Leisure)	Angela Harrington	
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	Cllr Rahman (Exec Member Skills Culture and Leisure)	Angela Harrington	See November 2017 minutes
Theme – Growing the Manchester Economy				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Business Survival rates and the impact on the economy	To receive a report that details the survival rate of new start up business within the city and the economic impact to the city when these businesses fail	Councillor Leese	Mark Hughes (The Growth Company) Eddie Smith Angela Harrington	
City Centre Business Engagement	TBC	Councillor Leese	Eddie Smith	
Theme - Miscellaneous				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
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
Economy Dashboard 2019/20 – Quarter 3	To receive the 2019/20 Quarter 3 Economy Dashboard	N/A	Lewis Smith	To be submitted to March 2020 meeting

Outcome of the findings from the Tyndall Centre for Climate Change Research	To receive a report in regards to what is needed to be achieved at Manchester Airport to address carbon emissions	Councillor Stogia	TBC	TBC
Theme – Incorporating Inclusive Growth into Council Services/strategies				
Item	Purpose	Lead Executive Member	Lead Officer	Comments

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