



## **Communities and Equalities Scrutiny Committee**

Date: Thursday, 14 January 2021  
Time: 2.00 pm  
Venue: Virtual meeting - Webcast at  
<https://vimeo.com/event/586606>

### **Advice to the Public**

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

Under the provisions of these regulations the location where a meeting is held can include reference to more than one place including electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers.

To attend this meeting it can be watched live as a webcast. The recording of the webcast will also be available for viewing after the meeting has concluded.

## **Membership of the Communities and Equalities Scrutiny Committee**

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**Councillors** - Hacking (Chair), Andrews, Battle, Chambers, Collins, M Dar, Doswell, Douglas, Evans, Grimshaw, Hitchen, Kirkpatrick, Moore, Rawlins, Rawson and Russell

## Agenda

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**1. Urgent Business**

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

**2. Appeals**

To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.

**3. Interests**

To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.

**4. Minutes**

To approve as a correct record the minutes of the meeting held on 3 December 2020.

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**5. Neighbourhoods Directorate Budget Proposals 2021/22**

Report of the Strategic Director (Neighbourhoods)

13 - 26

This report provides a further update on the savings proposals being proposed as part of the 2021/22 budget process and reflects any feedback from the November scrutiny committees. The savings proposals will be considered by all six scrutiny Committees for those areas within their remit, prior to going out to public consultation.

In order to aid Members any changes since the November scrutiny reports have been highlighted.

**6. Our Manchester Strategy Reset - Draft Strategy**

Report of the City Solicitor

27 - 40

This report provides an update on the draft *Our Manchester Strategy – Forward to 2025* reset document. A draft of the reset Strategy is appended to this report.

7. **Manchester's Park Development Programme 2021 - 2025** 41 - 50  
Report of the Strategic Director (Neighbourhoods)

This report provides an update on the progress and future programme of investment for parks that will accelerate delivery of the Park Strategy and support the delivery of revenue savings beyond 2021.

8. **Update on COVID-19 Activity - to follow**

9. **Overview Report** 51 - 58  
Report of the Governance and Scrutiny Support Unit

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

## Information about the Committee

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

The Communities and Equalities Scrutiny Committee examines the work of the Council and its partners relating to reducing levels of crime, community cohesion, older people and equality and inclusion.

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. Speaking at a meeting will require a video link to the virtual meeting.

Members of the public are requested to bear in mind the current guidance regarding Coronavirus (COVID19) and to consider submitting comments via email to the Committee Officer. The contact details of the Committee Officer for this meeting are listed below.

The Council is concerned to ensure that its meetings are as open as possible and confidential business is kept to a strict minimum. When confidential items are involved these are considered at the end of the meeting and the means of external access to the virtual meeting are suspended.

Joanne Roney OBE  
Chief Executive  
3rd Floor, Town Hall Extension,  
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## Further Information

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

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This agenda was issued on **Wednesday, 6 January 2021** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

## **Communities and Equalities Scrutiny Committee**

### **Minutes of the meeting held on 3 December 2020**

**This Scrutiny meeting was conducted via Zoom, in accordance with the provisions of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.**

#### **Present:**

Councillor Hacking - In the Chair  
Councillors Andrews, Chambers, Collins, M Dar, Doswell, Douglas, Grimshaw, Hitchen, Kirkpatrick, Moore, Rawlins, Rawson and Russell

#### **Also present:**

Councillor Murphy, Deputy Leader  
Councillor Craig, Executive Member for Adult Health and Wellbeing  
Councillor Rahman, Executive Member for Skills, Culture and Leisure  
Councillor Akbar, Executive Member for Neighbourhoods  
Councillor Watson, Lead Member for Age Friendly Manchester  
Councillor Cooley, Ward Councillor for Brooklands  
Elaine Unegbu, Chair of the Age Friendly Manchester Older People's Board  
Marie Greenhalgh, Vice Chair of the Age Friendly Manchester Older People's Board

#### **CESC/20/48            Minutes**

Following on from the Committee's recommendation at its November meeting, the Executive Member for Skills, Culture and Leisure confirmed that the public meeting about the Peterloo Memorial had been postponed. He reported that the new date had not yet been finalised but that work was taking place with the Equalities Team to ensure that the meeting would be accessible.

#### **Decision**

To approve the minutes of the meeting held on 5 November 2020 as a correct record.

#### **CESC/20/49            Manchester's Age Friendly Recovery**

The Committee received a report of the Consultant in Public Health (Ageing Well Lead) which outlined how COVID-19 and the impacts of restrictions in place this year had disproportionately affected older people. It also outlined a set of proposals, developed by the Age Friendly Manchester Older People's Board, the Age Friendly Manchester Team and senior officers in the Council, that were designed to help address the barriers many of Manchester's mid to later life residents reported that they faced. The report also stated that the Age Friendly Manchester Older People's Board – and more broadly the Age Friendly Assembly - was a strategic partner in the delivery of the Manchester Climate Change Framework 2020-2025. A key principle within the framework was that older people as residents of Manchester had a role to

place in reducing the contributors to and impacts of climate change. It was expected that this would contribute to Manchester's zero carbon target.

The main themes within the report included:

- Ageism;
- Care homes;
- Neighbourhoods;
- Employment; and
- The Our Manchester Strategy Reset.

Elaine Unegbu, Chair of the Age Friendly Manchester Older People's Board, highlighted the issue of ageism, how this had been exposed by the pandemic and its impact on the health and wellbeing of older people, including isolation, loneliness and depression. She reported that the language of vulnerability and stereotypical images of older people perpetuated negative attitudes and that a different approach was needed with positive narratives to combat ageism, everyone having a role to play and honest, sustained conversations taking place.

Councillor Watson, Lead Member for Age Friendly Manchester, spoke to the Committee about older people living in care homes. She reported that this group of older people had not been involved in the Board before now and the Board was working to address this. She drew Members' attention to the recommendations within the report related to care homes, advising that care homes and their residents needed to become part of and able to participate in the local neighbourhood. She advised that community integration was being considered from the start within the new LGBT-Affirmative Extra Care Scheme that was being built in her ward and that all older people's accommodation should be like this. She also reiterated the importance of thinking about the language used to describe older people.

Marie Greenhalgh, Vice Chair of the Age Friendly Manchester Older People's Board addressed the Committee about the role of neighbourhoods in whether people aged well and experiences of health problems, social isolation and poverty. She outlined some of the challenges that older people had faced during the pandemic and highlighted the role of neighbourhood and community groups in addressing these. She drew Members' attention to the recommendations in the report relating to neighbourhoods. The Chair praised the work of Good Neighbour Schemes, including the one in his ward, particularly their invaluable work during the pandemic. A Member highlighted the work of The Place (Fallowfield Library) including the Forever Young group for older residents. The Programme Lead advised that there were a range of examples of good practice across the city and the aim was to make this good practice consistent across the city. In response to a Member's question, he advised that Members could sign up for a monthly bulletin to find out what was going on. A Member expressed concern that some older people who normally contributed to the work of community and voluntary organisations within their neighbourhood felt unable to do so during the pandemic.

Councillor Cooley spoke about employment in relation to people over the age of 55. She reported that a lot of people in this age group would find themselves unemployed, particularly as a result of the pandemic, and that it was important to

support this age group to find work, not just younger people, particularly as people were now expected to work longer. She recommended that the Council should lead the way on this, setting an example and working with partners to encourage them to offer apprenticeships and other work opportunities to older people. She also highlighted the contribution that people who had not been in paid employment made, for example, to family and community life, and advised that this should also be valued.

Elaine Unegbu welcomed that the Board had been involved in the Our Manchester Strategy reset and she emphasised the importance of ensuring that the voices of older residents were heard during engagement processes. She asked the Committee to note all the recommendations that had been made in the report and asked that they put them forward to the Executive.

A Member welcomed the recommendations and advised that the Council needed to further embed equalities across its policies.

Councillor Cooley stated that all Members should be raising the Age Friendly Manchester agenda at their ward co-ordination meetings and asking what was happening within their own wards.

In response to a Member's question about care home residents being able to have visitors, the Executive Member for Adult Health and Wellbeing reported that, while care homes in some parts of the country were using lateral flow tests, which were carried out by care home staff and gave results within 30 minutes, to test visitors for COVID-19, there were concerns about the accuracy of the results. She advised that it was proposed that in Manchester care home visitors would have to take another test which was sent to a laboratory for testing four days beforehand, followed by a lateral flow test on the day of the visit. She reported that it was hoped to have a process in place for this within a fortnight.

A Member expressed concern that, although people were living longer, they were spending longer periods of this in poor health and that there was a gap in healthy life expectancy between different areas of the country. The Programme Lead informed Members that work was taking place at a Greater Manchester level, through the Ageing Hub, to help people to age well and also to support people with long-term health conditions. He advised the Committee that the Council and partner organisations were looking at how ageing well could be incorporated into all neighbourhood plans across the city.

In response to a Member's question, Councillor Cooley confirmed that the information on baby boomers' income in point 7.13 of the report came from research by the Resolution Foundation.

A Member stated that the first draft of the Workforce Equality Strategy, which had been considered by the Resources and Governance Scrutiny Committee at its November meeting, while referencing older employees, had focused more on creating job opportunities for younger people. She asked that the draft Strategy be amended to recognise the need to create opportunities for older people. The Executive Member for Neighbourhoods supported the Member's comment and

advised that he would speak to the Executive Member for Children and Schools, who currently also had responsibility for Human Resources, about the report recommendations relating to employment and how the draft Workforce Equality Strategy could be amended, in response to the point the Member had made.

The Programme Lead advised that the Age Friendly Manchester team would be working with the Director of Human Resources and Organisation Development to progress the Board's recommendations relating to employment. In response to a Member's question about the North Manchester Age Well in Employment Pilot, he advised that discussions were currently taking place about holding a socially distanced jobs fair. Elaine Unegbu advised that meaningful apprenticeships should be offered to older people.

A Member highlighted the importance of education opportunities for older people and that financial costs could be a barrier for some people. The Director of Inclusive Growth advised that employment for people over the age of 50 was a priority area for the Work and Skills Strategy. She informed Members that the Greater Manchester Working Well programme had been expanded by approximately £13 million. She advised that there had been a long-term underinvestment in adult education, including a lack of funding for adults taking qualifications beyond their first Level 2 qualification, other than loans which people could be reluctant to take; however, she advised that there had been an indication from the government that there would be more investment in adult education, including funding for adults to take A-level or equivalent qualifications. She advised that work was taking place regarding apprenticeships for older people but that there were some issues, in particular, the perception of apprenticeships as being for younger people and for roles in particular industries and the wage offered for apprenticeships which could be difficult for people with more financial commitments to manage on.

The Chair thanked the officers and guests. He recognised that Manchester was leading the way in this work, the achievements so far and the importance of continuing to build on that.

### **Decision**

That the Committee welcomes the report and wishes to convey to the Executive that it strongly and unanimously supports the recommendations contained within it.

### **CESC/20/50            Driving Digital Inclusion and Bridging the Digital Divide in Manchester**

The Committee received a report of the Director of Inclusive Growth and the Head of Libraries, Galleries and Culture which provided an update on the digital inclusion challenge within Manchester, the impact of COVID-19 on those who were excluded and the initiatives that were being developed to scale up efforts to tackle the challenges.

The main points and themes within the report included:

- How digital exclusion affected communities in Manchester;



- The Council's work so far to address this;
- Manchester Digital Inclusion Working Group;
- Get GM Digital Programme;
- Manchester Digital Inclusion Action Plan, focusing both on residents who did not have home internet access and those who did not have the skills or confidence to use it effectively; and
- The role of adult education providers.

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

- Help for people who were applying for Universal Credit;
- That some people who were digitally excluded would also not have any contact with the Council and its services and how those people could be reached;
- An example of how local people in one area had been connected to the internet via MiFi, a mobile Wi-Fi device; and
- To recognise the important role libraries were playing in enabling people to have digital access and to thank the staff for their work.

The Director of Inclusive Growth advised that the Council's Revenue and Benefits service was not notified of residents who were claiming Universal Credit but that the Council was working closely with the Department for Work and Pensions (DWP). The Citywide Services Manager (Reform) reported that a common issue that people contacted the Digital Support telephone line, set up in May 2020, for was help with applying for Universal Credit and that these queries were referred to Manchester Citizens Advice who could assist them with both the digital element and knowledge about the benefits system. The Work and Skills Specialist advised that the Council was working closely with Jobcentre Plus to support them to link with adult learning providers.

The Citywide Services Manager (Reform) informed Members that residents who had received Chromebooks had been identified either through contact with the Council's COVID Hub or through a referral from a partner agency, such as health services, but that it was difficult to reach people did not have contact with any agencies. The Work and Skills Specialist reported that some people had found out about the help available through word of mouth but that it would be useful to get information into more places where people went, such as cornershops.

The Chair reported that the Economy Scrutiny Committee had discussed the infrastructure element of digital inclusion at its most recent meeting but that MiFi had not been mentioned and that he would raise this with the Chair of the Economy Scrutiny Committee.

The Chair thanked officers for their contribution.

## **Decision**

To note the report.

## **CESC/20/51            Update on COVID-19 Activity**

The Committee received a report of the Strategic Director (Neighbourhoods) which provided a further update summary of the current situation in the city in relation to COVID-19 and an update on the work progressing in Manchester in relation to areas within the remit of this Committee.

The main points and themes within the report included:

- The impact and challenges relating to residents at risk, community resilience and equality and inclusion; and
- Key planning and recovery activity being undertaken in relation to these areas.

The Executive Member for Adult Health and Wellbeing informed the Committee that, from the following month, the way this information was reported would change and that the reports would be shorter but that the Committee could ask for more information to be provided on specific areas.

In response to a Member's question, the Director of Inclusive Growth advised that domestic abuse support services had adapted the way they worked during the pandemic and that some had received additional resources during this period. She clarified that the report reflected that at present it was expected that the services could revert to a more business-as-usual approach from March 2021 but that this was being reviewed regularly.

In response to a Member's question, the Director of Inclusive Growth advised that she would check where the request for more funding from the DWP for the Test and Trace payments was up to and let the Member know.

A Member asked if there was any further progress on identifying satisfactory accommodation for homeless people who might test positive for COVID-19. The Chair requested that the Executive Member for Adult Health and Wellbeing provide a response directly to the Member concerned.

A Member highlighted that some Manchester residents had concerns about the vaccines for COVID-19. The Executive Member for Adult Health and Wellbeing outlined plans to understand and address these concerns and advised that there would be a more detailed plan for this after Christmas.

### **Decision**

To note the report.

## **CESC/20/52            Overview Report**

A report of the Governance and Scrutiny Support Unit was submitted. The overview report contained a list of key decisions yet to be taken within the Committee's remit, responses to previous recommendations and the Committee's work programme, which the Committee was asked to approve.

The Chair informed Members that the Committee would receive reports on the Budget, the Parks Investment Programme and a further COVID-19 update at its next meeting and that the Equalities Update was likely to be considered at the February meeting, dependent on the amount of budget information the Committee had to consider at that meeting.

A Member commented that she had not received the information which had been circulated to the Committee about the review of symbols across the city. The Chair asked that this be re-circulated.

### **Decisions**

1. To note the report and agree the work programme, subject to the above amendments.
2. To ask the Scrutiny Support Officer to re-circulate the information about the review of symbols across the city.

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## Manchester City Council Report for Resolution

**Report to:** Neighbourhoods and Environment Scrutiny Committee – 13 January 2021  
Communities and Equalities Scrutiny Committee – 14 January 2021  
Executive – 20 January 2021

**Subject:** Neighbourhoods Directorate Budget Proposals 2021/22

**Report of:** Strategic Director (Neighbourhoods)

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### Summary

As a result of additional demand for services and impact on the Council's income (as set out in the November reports to Executive and scrutiny committees) the Council is facing a significant budget gap for 2021/22 onwards. Funding announcements in the government's spending review on 25 November and provisional local government finance settlement on 17th December suggest the Council will not be facing the worst-case scenario for 21/22, which was a shortfall of around £100m. It is now expected that savings in the region of £50m, as previously identified, will be sufficient. The report of the Deputy Chief Executive and City Treasurer, to Resources and Governance Scrutiny Committee 12 January provides an update on the finance settlement.

This report provides a further update to the Scrutiny committee on the savings proposals being proposed as part of the 2021/22 budget process and reflects any feedback from the November Scrutiny committees. The savings proposals will be considered by all six Scrutiny Committees for those areas within their remit, prior to going out to public consultation.

In order to aid Members any changes since the November scrutiny reports have been highlighted.

### Recommendations

The Committee is asked to consider and make comments on the savings proposals identified prior to being considered by Executive.

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**Wards Affected:** All

<b>Manchester Strategy Outcomes</b>	<b>Summary of the Contribution to the Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Providing the leadership and focus for the sustainable growth and transformation of the City's neighbourhoods and highways
A highly skilled city: world class and home-grown talent sustaining the city's economic success	Ensuring residents 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 actively demonstrate the principles of Our Manchester through participation and take responsibility for themselves and their community whilst encouraging others to do the same, supported by strong and active community groups.
A liveable and low carbon city: a destination of choice to live, visit, work	Creating places where people want to live with good quality housing of different tenures and effective use of the highways network; clean, green, safe, healthy and inclusive neighbourhoods; a good social, economic, cultural offer and environmental infrastructure.
A connected city: world class infrastructure and connectivity to drive growth	Ensuring residents, neighbourhoods, businesses and goods connect to local, national and international markets. Through working with partners both internally and externally maximise the impact of 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 Revenue**

The savings proposals included within this report are proposed as part of the Neighbourhood service 2021/22 budget preparation and will contribute towards a balanced Council budget.

**Financial Consequences – Capital**

There is already an approved capital investment programme for the Directorate, and some capital investment is required to assist in delivering some of the currently identified proposals included within this report.

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**Background documents (available for public inspection):**

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

Neighbourhoods Directorate Budget 2020/21 - Executive 12 February 2020  
Neighbourhoods Directorate Budget Options 2021/22 – Executive 11 November 2020

## 1.0 Introduction

- 1.1 As a result of additional demand for services and impact on the Council's income (as set out in the November reports to Executive and scrutiny committees) the Council is facing a significant budget gap for 2021/22 onwards. Funding announcements in the government's spending review on 25 November and provisional local government finance settlement on 17th December suggest the Council will not be facing the worst-case scenario for 21/22, which was a shortfall of around £100m. It is now expected that savings in the region of £50m, as previously identified, will be sufficient. The report of the Deputy Chief Executive and City Treasurer, to Resources and Governance Scrutiny Committee 12 January provides an update on the finance settlement.
- 1.2 The Neighbourhoods Directorate has a revenue budget of circa £95.5m of which £47m relates to waste collection, street cleansing and waste disposal. Outside of these areas the majority of the budget relates to staffing.
- 1.3 In response to the identified Council wide budget gap and the proposal to start to consult on a programme of cuts of **c£50m** for **2021/22**, all budgets have been reviewed in order that any efficiency savings or opportunities for increased income are identified as well as proposals for cuts. These were initially considered by Members in November 2020, and this report takes account of members feedback and now sets out the proposed budget reductions for the Neighbourhood Directorate. Savings within the overall Neighbourhoods directorate include proposals of **£7.376m** requiring an fte reduction of **2**. Due to lead in time around investments etc, the £7.376m would be phased over the period 2021/22- 2024/25, with an initial £6.683m being delivered in 2021/22.
- 1.4 As all identified proposals are being considered by the relevant Scrutiny Committee, this report is focussed on the proposals under the remit of the Neighbourhood and Environmental, and Communities and Equalities Scrutiny Committees. These **proposals total £1.391m** over the four years, with £0.923m in 2021/22 and require a reduction of 2 fte. Further details on the savings proposals are set out in section 5, with a summary table included at Appendix 1.
- 1.5 Although it is anticipated that the overall c£50m budget savings will be sufficient to ensure a balanced budget in 2021/22, it is anticipated that there will be a requirement for further savings in future years. As part of developing the current budget reductions, attempts have been made to minimise the impact on residents and communities wherever possible, but this will be more difficult if further savings are required in future years.

## 2.0 About the Neighbourhoods Directorate Background and Context

- 2.1 The Neighbourhood Directorate plays a pivotal role in delivering the Council



priorities, working with Manchester's communities to create and maintain clean, safe and vibrant neighbourhoods that residents can be proud of and where businesses and investors want to invest, bringing employment opportunities for our residents.

- 2.2 Teams work collaboratively with partners and local members within our neighbourhoods to enable people living in our communities to be healthy, well and safe and reduce demand by integrating neighbourhood teams that are connected to other services and assets locally.
- 2.3 Libraries, art galleries, leisure centres, parks, play areas, events and youth services as well as our cultural activity provide an offer to the city that enhances the experience of people living and working in the city; as well as supporting our children and young people, to be happy, healthy and successful, fulfilling their potential and contributing to their educational attainment.
- 2.4 Our world class offer also contributes to the vibrancy of the City and its neighbourhoods. Widening participation to ensure that the users of our community services reflect the diverse communities of Manchester remain a key priority.
- 2.5 The development of commercial activity across our parks and leisure and events have previously reduced the demand on revenue as well as increasing investment in our community assets impacting positively on the perception of the city and the opportunities for our residents.
- 2.6 The Directorate is fully committed to Zero Carbon Manchester and to reducing carbon throughout all programmes of work and raising awareness of carbon usage and looking for 'greener' alternatives. Key initiatives include driving forward the electric fuelling infrastructure, plant and equipment for all Council services.
- 2.7 The quality of our highways, number of potholes repaired and gully cleansing remains a priority for our residents and road resurfacing is now happening at a greater scale. We are currently on target to deliver the 5 year highway investment programme. Investment and the maintenance of our highways beyond the current 5 year programme will be an essential consideration in our future strategy.
- 2.8 Waste and recycling is the largest budget area for the Directorate including

both the cost of waste disposal and collection/street cleansing (almost 50%)  
The current contract for Waste collection and street cleansing will come to the end of the first 8 years in 2023 and decisions on the future delivery model for this service will fall within the timeframe of the 5 year budget strategy. We have achieved our highest overall levels of recycling (40%) and lowest levels of residual waste over the last 10 years. However, as the City grows and as more people work at home this will continue to have an impact on the demand for these services which need to be managed. In addition, the impact of COVID over the last 9 months has led to more people being required to stay at home and this has led to increased levels of waste and contaminated recycling bins.

- 2.9 Investment in compliance and enforcement resources has led to an increase in business compliance, better managed neighbourhoods and measures to impact on flytipping have seen a positive impact in our neighbourhoods. Demand from anti social behaviour impacting on the quality of the places people live continues to rise and despite investment is still less than 50% of capacity in 2011.
- 2.10 The impact of COVID has impacted on our Parks, Leisure and Events functions which rely on income as well as the Cultural sector in the city. The latter in particular will take some time to recover if this is even possible in all areas.
- 2.11 The priority for the Directorate remains supporting communities and building resilience whilst maintaining safe, clean, well managed and connected neighbourhoods in line with the expectations of local members and residents in a city that continues to grow and within the limitations of resources available.
- 2.12 Developing partnerships to enable more effective models of delivery through The Bringing Services together for People in Places programme remains key to improving the offer at a local level for residents and to support a reduction in demand on key public services.
- 2.13 Our universal youth, leisure and culture offer combined is an offer to our residents that sets Manchester apart. The refreshed strategy has set out the city's commitment to our young people however this is an area that has struggled with the impact of COVID 19 and will take some time to recover.

### **3.0 Neighbourhoods 2020/21 Budget Position**

- 3.1 The Neighbourhoods Directorate has a gross budget of £164.5m, and a net budget of c.£95.5m, with 1,420 FTE's employees. The breakdown by service area is provided in the table below:

**Table 1: 2020/21 base budget**

<b>Service Area</b>	<b>2020/21 Gross Budget £'000</b>	<b>2020/21 Net Budget £'000</b>	<b>2020/21 Budgeted Posts (FTE) £'000</b>
Compliance and Community Safety	16,405	10,903	297
Highways	27,403	14,738	236
Libraries, Galleries and Culture	12,854	9,316	270
Management and Directorate Support	1,120	1,120	18
Neighbourhood Teams	2,854	2,627	51
Commercial and Operations	82,904	48,750	461
Other Neighbourhoods	1,649	455	4
Parks, Leisure, Youth and Events	19,355	7,594	83
<b>Grand Total</b>	<b>164,544</b>	<b>95,503</b>	<b>1,420</b>

3.2 The 2020/21 cash limit budget is £95.5m, this is net of the £2.324m savings that were approved as part of the 2020/21 budget process.

#### **4.0 Current In year forecast Position at October 20 (Period 7)**

4.1 As at October 2020 the Directorate is forecasting a net overspend of £8.675m, this includes Covid-19 related pressures of £11.243m, offset by in-year mitigation of £2.568m.

4.2 The Covid-19 pressures are made up of a combination £4.236m increased cost pressures, with the main pressure being the in year financial support of £3.38m being provided to the external leisure operator to fund the ongoing costs of maintaining the City Council leisure assets during the initial closure, and subsequent reduced operations through until March 2021. Sport England have made funding of £100m available to Local Authorities who partner with external providers in delivery of Leisure services. The deadline for the submission of bids is 8<sup>th</sup> January, and Manchester will submit a bid for financial support to ensure Leisure facilities are COVID secure, and for the loss of income following the reopening of facilities.

4.3 In addition to the additional costs, there is £7.007m reduced income through sales, fees and charges. This includes a combination of reduced trading income (£4.989m) within operations and commissioning services, reduced

sales income (£235k) in libraries because of closure of venues, and subsequent lower footfalls, loss of events and other income (£1.001m) in Leisure, Parks and Events, reduced income of (£348k) through off street parking and fees and permit income in Highways and reduced income of (£434k) from penalty notices and license income in Community Safety and Enforcement.

- 4.4 As part of the ongoing work seeking to mitigate the above pressures in year forecast savings of £2.568m have already been identified, this is largely due to staff savings because of vacant posts and reduced running costs across all services.

### **2021/22 Budget Pressures**

- 4.5 As part of the Neighbourhood service budget planning a key consideration is the projected growth in the number of households across the City. Given the ongoing national response to the Covid-19 pandemic, and the uncertainty around both the level and duration of any restrictions that will apply in 2021/22 there are significant risks of further budget pressures across the Directorate. These will be monitored and reported as part of the monthly budget monitoring process. Detailed below are likely pressure areas that are already known, although they have not yet been quantified.
- 4.6 **Leisure Services Provision** – The existing leisure operator was appointed in 2019, and as part of their submission they included an initial income forecast of £12m and expected to increase this over the life of the contract and reduce the level of subsidy required from the Council. Due to the initial closure of leisure facilities, and subsequent reduced capacity as part of the conditions on the reopening of facilities which is expected to continue into 2021/22 it is extremely unlikely in light of the impact of COVID 19 that the original income projections as part of the tender submission will be achieved and further support from the Council could be required. Work is ongoing with the contractor to determine the likely scale of any further support, and this will be included as part of the February budget report. As highlighted above an application for external grant funding is to be made in January 2021, if this bid is successful then the additional resources will help mitigate the overall Council position.
- 4.7 **Waste Collection** – Due to the ongoing requirements for individuals to stay at home wherever possible this has led to an increased volume of domestic waste to be collected and disposed of. In addition, and unlike other areas in Greater Manchester it was agreed to collect any additional side waste left out by residents. This has created a pressure on the existing waste collection contractor to collect the increased volumes and has also increased the volume of waste requiring disposal and therefore the costs to the Council. In this financial year the additional costs of waste disposal have been offset by a rebate from the Greater Manchester Waste Disposal Authority (GMWDA). If the current position continues into 2021/22 this will likely result in further cost pressures that will need to be managed as part of the overall Council budget.

4.8 **Costs of replacement waste bins** - there has been an increased number of requests for replacement of both residual and recycling waste bins, this can be due to loss or damage and in some instances in order to increase household capacity. There is also evidence that in some cases this is to replace bins that have been contaminated. The budget to fund replacement bins is coming under increasing pressure because of the number of replacements being requested. Currently residents are charged £20 towards the costs of replacement of grey residual bins. As part of managing this pressure and looking to encourage behaviour change an option to introduce charging for replacement of all bins is being developed. This will need to consider a number of factors including individuals' personal circumstances and the ability to pay as well as the required changes to the existing computer system. Further work will be undertaken to understand the options and implications in full including the potential impact on fly tipping, and to identify what changes are required prior to formally considering any changes. This **will not be considered for 2021/22** and a report will be brought back to members at an appropriate point.

4.9 **External Income** – As part of the Directorate overall net budget there is an income budget of c£47m. If the restrictions linked to COVID 19 continue or are increased, then the external income budgets will be adversely affected into 2021/22. MHCLG have indicated as part of the recent finance settlement that the support to local authorities through the sales fees and charges return will be extended through until the end of June 2021, and this will provide some mitigation against any potential ongoing loss of external income.

## 5.0 2021/22 onwards Savings Proposals

5.1 The Neighbourhoods Directorate has a net revenue budget of circa £95.5m of which £47m relates to waste collection, street cleansing and waste disposal. Outside of these areas the majority of the budget relates to staffing. In response to the identified Council wide budget gap all budgets have been reviewed in order that any efficiency savings or opportunities for increased income are identified and included for consideration by members. As part of the wider £50m savings The Neighbourhoods Directorate has identified an initial **£6.683m** in 2021/22 increasing to **£7.376m** by 2024/25 with an **FTE impact of 2** across the Neighbourhoods Directorate.

5.2 In seeking to minimise the impact on residents and neighbourhoods, all opportunities for maximising external income sources were considered and the overall Directorate proposals includes £5.985m of increased income generation, and these proposals will be considered by Resources and Governance Scrutiny Committee as part of the budget process. The proposals to be considered in this report total **£1.391m** and further details of the initial proposals under the remit of this Scrutiny Committees are set out in more detail below whilst the table at appendix 1 provides a summary view along with RAG rating.

## Budget Savings Proposals

- 5.3 **Parks and Leisure service have identified** savings proposals of **£0.582m**, these will be delivered through a combination of continuing to develop and increase the level of commercial income generated and increasing collaboration across leisure operators. There would be a lead in time to delivering these proposals with **an initial c£127k** being delivered in 2021/22 and the savings would increase over the following three years, the total £0.582m savings would be achieved through the following;
- Within the current approved capital programme there is c.£12m approved for investment in parks, and as part of developing the business cases to utilise this funding it is proposed that any investment decisions will include the ability to increase the income generation opportunities. Given the need for capital investment, and the time required to implement the required changes the £427k savings will be phased over a four year period, with an **initial £127k in 2021/22**. Given the need to generate more commercial income the required capital investment will be focused on the larger parks, rather than the community parks.
  - Within the **Leisure sector** there are a number of different arrangements in place, both within Manchester and wider across Greater Manchester, this includes both different operators and different operating arrangements. In an attempt to streamline the existing arrangements and deliver savings through economies of scale work will be undertaken to look at opportunities for collaborating with other Authorities in an effort to generate savings or increase income depending on the model adopted. Initial analysis indicates that savings of **c£155k** could be achieved but given the lead in time this would not be achieved until 2022/23. As part of the work to look at the proposals the impact of Covid-19 on leisure operations would need to be considered, and as referred to above, the likely ongoing support could make this saving more difficult to achieve, but this would be looked at as part of developing any business case.
- 5.4 Within the **Compliance and Enforcement function total proposals of c£164k** have been identified and this is made up of, the following;
- 5.5 £80k increased income from a combination of (£60k) fixed penalty notices, and (£20k) from introducing new charges for providing advice to businesses.
- 5.6 As part of looking at the overall staffing costs, savings of £20k are proposed this will be achieved through a small number of staff voluntarily taking up part reductions in their working week. This is forecast to provide savings of up to **£20k**
- 5.7 The **animal welfare service** is currently provided in house, and it is proposed to look at an alternative delivery model for this service which would impact on **2FTE's**. A tender exercise will be undertaken in order to move the service provision onto a contracted basis which is likely to reduce the flexibility that currently exists but could provide cost reductions of **£64k** subject to tender.

- 5.8 It is proposed to use additional time limited **grant funding of £137m** to replace existing mainstream budget provision within Compliance and Enforcement, particularly around the food inspection activity at Manchester Airport. This will be a one year saving only because of the time limited funding.
- 5.9 Within the **Highways service** significant work has progressed over the last two years to restructure and reorganise the function to enable it to better deliver for the residents of the city. Savings proposals of **c£0.645m** over 2021/22 and 2022/23 have been identified with minimal impact on the quality of service delivered, this includes a combination of reviewing existing charges and ensuring that income is maximised where possible, the initial proposals include identifying further opportunities to make eligible charges to the capital programme - **£270k**, seeking to ensure that any damage to highways infrastructure is recovered from the perpetrator or insurance company - **£25k**, increase the existing rates for permits and other rechargeable works. - **£75k** and increase the volume of commercial arrangements for provision of winter gritting service - **£25k**.
- 5.10 In addition to the proposals above a further saving of **£250k** is proposed through a reduction in costs of accident claims/legal fees over the period. This is due to a combination of the ongoing highways investment and improved roads and footways and the reduced footfall level within the City. This would be phased £100k in 2021/22 and £150k in 2022/23.

## 6.0 Workforce Implications

- 6.1 The workforce implications related to the savings proposals are a reduction 2fte, and this can most likely be managed within existing turnover.
- 6.2 As part of supporting Directorates to achieve staffing reductions, the Council Opened a limited voluntary redundancy/voluntary retirement scheme. The scheme was initially for the Corporate Core who have a larger number of posts to lose, but on a limited basis for time limited or other posts and in other areas where there are savings or changes that need to be achieved. The scheme closed on 11<sup>th</sup> December.
- 6.3 Consultations have started with Trades Unions on the M:People processes to ensure that the Council does not lose focus on providing support for our workforce to develop and progress and where relevant to reskill into different roles, with a view to focussing on giving excellent support to those at risk of redundancy in finding suitable alternative employment.

## 7.0 Equalities

- 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 within the Directorate 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.

- 7.2 As part of implementing the savings proposals an Equality Impact Relevancy Assessment will be undertaken for each of the proposals. The outcome of which will inform the future planning and delivery to ensure that no residents are disproportionately affected by the changes to services.

## **8.0 Risk management**

- 8.1 The Directorate will seek to manage all expenditure within the approved budget available and performance against budgets will be monitored and reported to members on a regular basis, this will include a risk register with any mitigations identified.

## **9.0 Legal**

- 9.1 There are no legal implications arising from this report.

## **10.0 Conclusion**

- 10.1 The Council is facing a period of significant change, and there are growing demands on capacity alongside the need to make budget cuts. The 2020/21 budget gap is currently forecast to be around c£50m, but this increases further in 2022/23. Directorates have identified savings proposals of c£50m that can be implemented from April 2021 to ensure a balanced budget in 2021/22.



Service	Description of Saving	Type of Saving	RAG Deliverability	RAG Impact	Amount of Saving					FTE's
					2021/22 £000'S	2022/23 £000'S	2023/24 £000'S	2024/25 £000'S	Total £000'S	
Compliance & Community Safety	Externally contract the Animal Welfare Service	Efficiency	Amber	Amber	64				64	2
	Increased income from fixed penalty notices	Income	Amber	Amber	80				80	
	Time limited grant funding.	Income	Amber	Green	137	(137)			0	
	Salary savings through increased part time working	Efficiency	Amber	Amber	20				20	
Parks, Leisure, Events & Youth	Generate additional income in parks	Income	Red	Green	127	100	100	100	427	
	Increased collaboration across leisure operators	Income	Red	Amber	0	155			155	

Highways Services	Reduction in accident trip claims	Efficiency	Green	Green	100	150			<b>250</b>	
	Increase income from permits and other rechargeable works	Income Generation	Green	Green	125				<b>125</b>	
	Increase charges to capital for eligible works	Income Generation	Green	Green	270				<b>270</b>	
<b>Total</b>					<b>923</b>	<b>268</b>	<b>100</b>	<b>100</b>	<b>1,391</b>	<b>2</b>

**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 14 January 2021

**Subject:** Our Manchester Strategy Reset – Draft Strategy

**Report of:** City Solicitor

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### Summary

This report provides an update on the draft *Our Manchester Strategy – Forward to 2025* reset document. A draft of the reset Strategy is appended to this report.

*Our Manchester Strategy – Forward to 2025* will reset Manchester’s priorities for the next five years to ensure we can still achieve the city’s ambition set out in the *Our Manchester Strategy 2015 – 2025*.

### Recommendations

The Committee are asked to:

- 1) consider the draft *Our Manchester Strategy – Forward to 2025* and provide comments to inform the final version; and
  - 2) subject to the Committee’s comments, agree that the final version of *Our Manchester Strategy – Forward to 2025* be taken for consideration by the Executive in February 2021.
- 

**Wards Affected:** All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
Achieving Manchester’s zero carbon target is reflected throughout the work on the <i>Our Manchester Strategy</i> reset and will be clearly captured in the final reset document.

Our 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 reset of the <i>Our Manchester Strategy</i> considers all five of the Strategy’s existing priorities to ensure the city achieves its 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	

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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.

*Our Manchester Strategy Reset - Engagement Activity and Findings*, Resources and Governance Scrutiny Committee (November 2020)

*Our Manchester Strategy Reset - Timescales*, Resources and Governance Scrutiny Committee (October 2020)

*COVID-19 Forward Recovery Planning*, Executive (May 2020)

*Our Manchester Strategy 2016 – 2025*

## 1.0 Introduction

- 1.1 This report provides an update on the Our Manchester Strategy reset. A draft of the reset Strategy - *Our Manchester Strategy – Forward to 2025* – is appended. The Committee are asked to comment on the draft reset Strategy and, subject to their comments, agree that the final version of *Our Manchester Strategy – Forward to 2025* be taken for consideration by the Executive in February 2021.
- 1.2 During January 2021, the draft reset Strategy is also being considered by Children and Young People Scrutiny Committee; Economy Scrutiny Committee; Health Scrutiny Committee; Neighbourhoods and Environment Scrutiny Committee; and Resources and Governance Scrutiny Committee.

## 2.0 Background to the Our Manchester Strategy reset

- 2.1 On 6 May 2020, the Executive agreed for a reset of the *Our Manchester Strategy 2016 - 2025* to be undertaken as part of the Council's COVID-19 recovery planning.
- 2.2 Using the learning from the development of other recent strategies, such as the Our Manchester Industrial Strategy, it was agreed that a mixed methods approach would be undertaken to develop the Our Manchester Strategy reset. As well as analysing quantitative data and recent literature, engagement activity would be undertaken based on the Our Manchester approach with residents, businesses, organisations and partners to develop a qualitative evidence base, which would be analysed to establish key priority themes.
- 2.3 The majority of engagement activity ran from 3 August 2020 - 25 September 2020. Approximately **3,800 people have been directly engaged** with and had their views captured during this activity. This compares favourably to the original Our Manchester Strategy engagement in 2015 when approximately 2,000 people were directly engaged, and is higher than other recent similar Council activity.
- 2.4 Despite COVID-19 restrictions, the activity captured a range of voices across all of Manchester's communities and neighbourhoods by using different methods which were adapted to suit the engagement opportunity. As well as a universal offer, this included targeted engagement with our residents who haven't traditionally engaged with the Council online, as well as those who are likely to be particularly hit by COVID-19. Targeted engagement was designed with Voluntary and Community Sector organisations and community groups to ensure it would reach these communities via a method that best works for them and to help build a longer-term relationship.
- 2.5 A report on the engagement activity, the method undertaken with each cohort and the findings from it was considered by Resources and Governance Scrutiny Committee on 3 November 2020; the report can be accessed here: <https://democracy.manchester.gov.uk/ieListDocuments.aspx?CId=137&MId=3400&Ver=4>

### **3.0 Our Manchester Strategy – Forward to 2025**

- 3.1 The reset Strategy has been drafted based on the findings of the extensive engagement activity undertaken, which captured our communities' opinions on the city's progress to date, and the remaining challenges and opportunities facing Manchester.
- 3.2 Following the engagement activity, the priorities our residents, businesses, organisation and partners said they would like to see a renewed focus on for the next five years form the basis of Sections 3 and 4 of the draft reset Strategy. These priorities include: young people; economy; health; housing; environment; and infrastructure; with equality and inclusion as a cross-cutting theme. As such, the draft Strategy fully reflects the priorities of our communities.
- 3.3 The reset of the Strategy has been overseen by the Our Manchester Forum, a partnership board of stakeholders from across the city who oversaw the creation of the original Strategy in 2015 and its subsequent implementation. The draft reset Strategy incorporates their feedback on the engagement analysis, emerging priorities and the document's structure. This includes retaining the original Strategy's five themes (Thriving and Sustainable; Highly Skilled; Progressive and Equitable; Liveable and Low Carbon; and Connected) and streamlining the new priorities under these themes. The Our Manchester Forum asked for the reset to be linked back to the original Strategy with the use of 'We Wills' to frame the priorities. The Forum also requested that, whilst the reset Strategy should continue to set the city's vision and priorities to 2025, the document reflects the need for an immediate response to COVID-19 as priorities arise; this can be seen in section 2 of the draft reset Strategy.
- 3.4 The reset Strategy has been drafted to be a concise document; this in response to feedback from partners that the original Strategy was too long and that too many priorities (64 We Wills) dilutes the overall vision. Although it is concise and does not reference specific cohorts or sectors, the reset Strategy's priorities are holistic and matter to everyone in the city. The reset Strategy can now be used as an accessible framework to apply to all areas of work; all work going forwards should address these priorities.
- 3.5 The title *Our Manchester Strategy - Forward to 2025* has been chosen to show the direct link to the original Strategy whilst reflecting the collective action needed to achieve its ambitions by 2025.
- 3.6 Considering the above, the Committee are asked to comment on the attached draft reset Strategy.

### **4.0 Final Design and Communications**

- 4.1 Once the draft reset Strategy text is finalised, it will be designed into a visual and accessible digital document. This will use the Our Manchester branding, which was refreshed in 2020.

- 4.2 Alongside the final reset Strategy document, a complementary one page 'Executive Summary' will be developed. This will be a plain English 'plan on a page'-type document to be used to communicate the Strategy's key priorities to a range of audiences, including residents and Council staff.
- 4.3 To ensure that all those who participated in the engagement are informed of how it shaped the new priorities and refreshed document, a social media messaging and a campaign plan will be developed. A partners' communications toolkit will also be developed as part of this to support clear and consistent messaging across the city and to aid partnership working on the priorities.
- 4.4 A partnership launch event with the Our Manchester Forum is being planned for March 2021; the format of this will consider any ongoing public health and social distancing restrictions.

## **5.0 Next Steps**

- 5.1 Following the consideration of the draft reset Strategy at this Committee and the five other Scrutiny Committees, it will be revised to take into account the Committees' comments.
- 5.2 It is recommended that the Committee agree that the final version of the reset Strategy is taken for consideration by the Executive in February 2021.
- 5.3 Subject to the Executive, the final reset Strategy will be presented to Full Council on 31 March 2021 for adoption of the Strategy.

## **6.0 Recommendations**

- 6.1 The Committee are asked to consider the draft *Our Manchester Strategy – Forward to 2025* and provide comments to inform the final version.
- 6.2 Subject to the Committee's comments, the Committee are asked to agree that the final version of *Our Manchester Strategy – Forward to 2025* be taken for consideration by the Executive in February 2021.

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## OUR MANCHESTER STRATEGY – FORWARD TO 2025

### 0. Foreword

*[By Sir Richard Leese, Chair of the Our Manchester Forum; to be written]*

### 1. Introduction

*[Insert quote from engagement in final design]*

The Our Manchester Strategy 2016 – 2025 sets the long-term vision for Manchester’s future. It details the priorities that everyone in the city – our public, private, voluntary and community sectors alongside our residents – will work on together to make Manchester a world class city by 2025.

Over the first five years of the Strategy’s implementation, Manchester has made significant progress towards its vision, going from strength to strength. However, some challenges remain, and the city now finds itself in a very different place due to the impact of the coronavirus health pandemic.

As such, halfway through the implementation of the Our Manchester Strategy, we are resetting our priorities for the next five years to 2025, acknowledging but looking beyond the current challenges, to ensure we can still achieve our ambition for the city. Throughout summer 2020, we asked people what Manchester’s priorities should be; over 3,800 people responded with their view. These priorities are captured here in *Forward to 2025*.

This reset has been overseen by the Our Manchester Forum, a partnership board of stakeholders from across the city who oversaw the creation of the original Strategy in 2015 and have been monitoring its implementation ever since. Our progress is reported annually in the State of the City report.

### 2. Our Manchester Today

*Manchester remains a place defined by its diversity, vibrancy and creativity. As we strive for a more equal and sustainable future, Manchester will continue to build upon its progressive and enterprising history.*

Manchester has come a long way since the Our Manchester Strategy was written in 2015. Over the past five years, we have seen a physical transformation in many areas of the city, with new residential developments being constructed to meet the needs of the increasing numbers of people choosing to make their home here. As more businesses have invested in the city, further employment opportunities have been created for residents across all our neighbourhoods. Our residents are better connected with improved transport and can access a diverse cultural and leisure offer. As we move towards a zero carbon future, great strides have been made in

increasing recycling rates across the city and our parks have been protected and developed for all.

The annual State of the City report provides detailed analysis of the collective progress against the Our Manchester Strategy. Between 2015 and 2020, Manchester has seen:

- Population increases - Manchester is a growing and young city, with increasingly more people in the 25–39 age bracket now living in the city centre attracted by housing options and career prospects, culture and leisure amenities. The estimated population of Manchester is now 576,500 people, and the city has a 1% annual growth rate, which is twice the national rate.
- Improved education outcomes - as the population has grown, so too has the numbers of young people being educated in the city. Raising standards and attainment from primary education to further education has been a key success and driver of a more inclusive workforce. The percentage of Manchester schools judged to be good or outstanding by Ofsted is now higher than the national average, and number of residents holding a level 4 qualification has increased to 43.7% in 2019 from 39.5% in 2015.
- Increased employment opportunities - Manchester's economy has strengthened and diversified, with the fastest growing sectors of science, research and development; business and financial and professional services; and cultural, creative and digital providing new investment and opportunity. Graduates entering employment in the city provide a competitive talent base for these sectors and an incentive for new businesses to relocate to the city. The number of jobs in Manchester increased from 357,000 in 2015 to 410,000 in 2019.
- Public service reform - since the first Locality Plan was developed in 2016, Manchester has made significant progress integrating health and social care in order to improve outcomes for residents, with the development of the Manchester Local Care Organisation, Manchester Health and Care Commissioning and the Single Hospital Service. The next phase will accelerate these changes.
- Diverse cultural offer - Manchester has an increasingly broad and inclusive range of cultural activities. In 2018/19, 185,943 people and 83% of our schools took part in cultural and creative activities, with events taking place across all of the city's wards. Central Library is the most visited UK library, with over 2 million visits in 2019/20.
- International outlook - Manchester is an internationally renowned place to study and a popular destination for domestic and international visitors, being the 3<sup>rd</sup> most visited city in the UK after London and Edinburgh. The visitor economy has been a key driver in the city's economic success and has been supported by Manchester Airport, an international gateway. Passenger numbers at Manchester Airport rose by 6.3 million from 2015 to peak at 29.4 million in 2019, before the significant reductions due to COVID-19 restrictions in 2020.

Whilst Manchester has made great progress in many areas, some of the key challenges set out in the original Strategy remain; these will require continued focus in the coming five years:

- Health – despite some recent improvements, Manchester still has amongst the poorest health outcomes in the country, such as healthy life expectancy of below 58 years and high rates of deaths from cancer, heart and respiratory illnesses. Significant health inequalities remain within the city, which have been exacerbated by COVID-19: life expectancy at birth is 7.3 years lower for men and 7.8 years lower for women for those who live in the most deprived areas of the city compared to the least deprived areas.
- Poverty - in March 2019, 45,150 children under 16 (41%) were estimated to be living in low income households; this compares with the national average of 30%. These high levels of deprivation impact upon physical and mental wellbeing and life outcomes.
- A fair economy - a gap between employee and resident wages remains, and too many residents are in insecure employment. Fewer Manchester residents (78%) earn at least the Real Living Wage than those who work in the city (87%), and half of residents with no or low qualifications are unemployed. The claimant count for residents doubled between March and August 2020. Ensuring that residents can access good employment opportunities in the city is critical to developing a more inclusive economy.
- Affordable housing - Manchester has committed to delivering 32,000 new homes by 2025; it is essential that this includes a range of affordable homes across the city to support diverse and inclusive neighbourhoods.
- Climate change - the city has committed to becoming zero carbon by 2038 at the latest and Manchester City Council declared a Climate Emergency in July 2019. The pace of change now needs to accelerate for the city to play its role in addressing this global challenge and deliver a green recovery from COVID-19.
- European Union Exit - the uncertainty of the UK's departure from the European Union presents a challenge for many of our businesses and our communities.

Along with the rest of the world, in 2020 Manchester has faced the unprecedented challenge of COVID-19, the single biggest public health crisis for a century. Along with the significant health challenges this has brought, we have seen an increase in unemployment, greater usage of food banks, a rise in loneliness and mental health concerns, and a huge impact on our children and young people whose education, training and employment opportunities have been disrupted.

Whilst this Strategy sets out the five year vision and priorities for Manchester, we must work swiftly to address the most pressing issues arising from the pandemic as we continue to live with and recover from COVID-19. For some of Manchester's communities, these are not new challenges, but they have been magnified. COVID-19 has disproportionately affected our Black, Asian and Minority Ethnic communities, those on low incomes, and our residents with disabilities due to higher incidences of underlying health conditions and occupational risks. As uncertainty and

unemployment have increased, the importance of tackling the underlying causes of poor health, deprivation and poverty and ensuring equal access to the best education have been brought to the fore.

However, COVID-19 has also highlighted some of Manchester's strengths and provides opportunities to drive further progress. Communities have come together to support each other. The national recognition for the 'key workers' that kept the city moving as the world stood still is a platform to push for improved pay, working conditions and progression opportunities. The reduction in commuting has led to cleaner air. More residents have been utilising the green space on their doorstep and supporting local businesses.

Manchester is optimistic that we can overcome these challenges and build on our opportunities. In the coming five years, as we work to support the city to recover from COVID-19 and achieve our long term aspiration by 2025, we must ensure that investment, growth and new opportunities reach all our neighbourhoods and communities, particularly those most in need. Success in Manchester is intrinsically linked to Greater Manchester, the North West and Northern Powerhouse; the Government's plans to level up the country will present opportunities for investment and development to benefit the city and the wider North as a whole.

### **3. Our Future Manchester**

*[Insert quote from engagement in final design]*

As in the Our Manchester Strategy, our vision remains for Manchester to be in the top flight of world class cities by 2025, when the city will:

- Have a competitive, dynamic, sustainable and fair economy that draws on our distinctive strengths in science, advance manufacturing, and culture, creative and digital businesses – cultivating and encouraging new ideas
- Possess highly skilled, enterprising and industrious people
- Be connected, internationally and within the UK
- Play its full part in limiting the impacts of climate change
- Be a place where residents from all backgrounds feel safe, can aspire, succeed and live well
- Be clean, attractive, culturally rich, outward-looking and welcoming

This is an ambitious vision for Manchester. In order to successfully achieve it, we need to refocus our priorities on key areas that address the challenges and build on the opportunities the city now faces whilst ensuring equality, inclusion and sustainability are at the heart of everything the city does. This ambition will only be achieved if everyone works together, building on Manchester's strong history of partnership working. As such, we asked the people of Manchester what the city's priorities should be.

During summer 2020, we listened to over 3,800 people tell us what Manchester means to them, what improvements they have seen, what existing challenges they

face, and what they want to see in the future. This built upon the conversations started across the city in 2015 and our continued commitment to maintain ongoing relationships with our communities. We heard from a diverse range residents and communities from all areas of the city: people who work, volunteer and study here; people who were born and raised here; and people who have chosen to make a life for themselves and their family in the city. We supported people to communicate in a way that worked for them.

We listened and overwhelmingly heard that people care about equality and making sure that everybody has the same opportunities to progress, recognising that some people need more support along the way to reach their full potential. We heard that being a fair and open city that respects and celebrates our differences matters in Manchester. We heard that we must not shy away from difficulties and must find new ways of working to address the challenges facing our communities. From climate change to tackling inequality, there are some key priorities that matter to everyone in Manchester.

We heard that whether you live, work, study, volunteer or play in Manchester, we all have similar hopes and aspirations for Manchester's bright, buzzing, strong and welcoming future.

To achieve our vision, our communities want to see a renewed focus on:

- Our young people - providing investment, support, opportunity and hope for the future of the city
- Our economy - fulfilling opportunities for our residents to create and attract a talented, globally competitive and diverse workforce
- Our health - tackling physical and mental inequalities and ensuring fair access to integrated services
- Our housing - creating a choice of housing in liveable neighbourhoods across all of the city
- Our environment - pioneering zero carbon solutions and improving green space
- Our infrastructure – active, integrated, affordable and green transport system and improved digital connections

We heard that we can only achieve these things if we take pride in our people and place, and support everybody to live fulfilling, happy and healthy lives. This will mean bold action to understand and address inequalities to provide support where it is most needed. Working together and finding new and innovative solutions will be more important than ever as we strive to improve the city for our communities. Our future Manchester will be shaped by the past to deliver a better future for all.

#### **4. Forward to 2025 - Manchester's Priorities**

*[Insert quote from engagement in final design]*

For Manchester to achieve its vision, we will refocus our efforts on the following priorities to 2025. Throughout each priority runs Manchester's commitment to build a more equal, inclusive and sustainable city for everyone who lives, works, volunteers, studies and plays in the city. Only by working together can we achieve our priorities and vision.

#### A Thriving and Sustainable City

- We will maintain Manchester's vibrancy and ensure that all our communities are included in the life of the city, no matter their age, ethnicity, gender, disability, sexuality, faith or socio-economic background.
- We will work to ensure Manchester has a strong, inclusive and innovative economy with diverse growth sectors, where our residents are recognised for their contribution via fair contracts and are paid at least the Real Living Wage.

#### A Highly Skilled City

- We will ensure that all of Manchester's young people have access to good quality education and will support them to be work-ready.
- We will continue to support all our residents to learn, progress, upskill and retrain so they can access the city's current and future employment opportunities.

#### A Progressive and Equitable City

- We will strive to create a truly equal and inclusive city, where everyone can thrive at all stages of their life and can quickly and easily reach support to get back on track when needed.
- We will improve physical and mental health outcomes and ensure good access to integrated health and care services across the city.

#### A Liveable and Low Carbon City

- We will create sustainable, safe, resilient and cohesive neighbourhoods, with more affordable housing, good quality green spaces, and accessible cultural and sporting facilities.
- We will achieve our zero carbon ambition by 2038 at the latest via green growth, sustainable design, low carbon energy, retrofitting buildings, green infrastructure and increasing climate resilience.

## A Connected City

- We will enable increased walking and cycling, as well as continuing to develop an integrated, accessible, safe and green public transport system across the city and beyond.
- We will become a digitally inclusive city, with better digital infrastructure, access to digital technology and strong digital skills.

## **5. Delivering and Monitoring Our Progress**

*[Insert quote from engagement in final design]*

As a strategy for the city of Manchester, successfully reaching our ambition will require strong partnership working and collaboration. To achieve the priorities set out in *Forward to 2025*, Manchester needs to continue to work in an Our Manchester way. Success is dependent on people and organisations in the city coming together so that their collective knowledge, skills, effort and passion can be harnessed. We must continue to put people first; listen, learn and respond; recognise the strengths of individuals and our communities; and work together to build relationships and create conversations.

*Forward to 2025* is a high-level framework for action. There are a number of detailed key plans that sit underneath this Strategy which will support its delivery:

- *Developing a More Inclusive Economy – Our Manchester Industrial Strategy* – establishes priorities for the city to create a more inclusive economy that all residents can participate in and benefit from. Intrinsic to delivering this is the *Manchester Economic Recovery and Investment Plan*, and the *Greater Manchester Good Employment Charter*.
- *Work and Skills Strategy* – aims to develop a work and skills system that meets the needs of all businesses, and enables residents from all backgrounds to obtain the skills and attributes employers require.
- *Children and Young People’s Plan - Our Manchester, Our Children 2020 - 2024* - sets out how the city will build a safe, happy, healthy and successful future for children and young people.
- *Manchester: A Great Place to Grow Older* – Manchester's vision to continue to be an Age Friendly city.
- *Family Poverty Strategy 2017 – 2022* - aims for everyone in the city to have the same opportunities and life chances, no matter where they are born or live.
- *Our Healthier Manchester Locality Plan* – details the strategic approach to improving health outcomes for residents whilst creating sustainable health and care services.
- *Manchester Population Health Plan 2018 – 2027* - long term plan to tackle Manchester’s entrenched health inequalities.
- *Local Plan* – the spatial framework for the city setting out development guidance; due to be published in 2023.

- *Residential Growth Strategy 2015 – 2025* – guides Manchester’s approach to housing development and supply.
- *Manchester Climate Change Framework 2020- 2025* - framework for tackling climate change and reducing the city’s carbon footprint
- *Green and Blue Infrastructure Strategy* - the city’s headline actions for improving green and blue infrastructure.
- *Digital Strategy* – a new plan setting out how Manchester will achieve its digital ambitions.
- *City Centre Transport Strategy* - identifies key transport policies and opportunities for future delivery.
- *Clean Air Plan* - sets out proposals to decrease air pollution in Greater Manchester.
- *Greater Manchester Strategy* - the city region’s ambition for making Greater Manchester the best place to grow up, get on and grow old.

The Our Manchester Forum will continue to be responsible for overseeing the implementation of the Strategy and monitoring its progress, which will be reported annually via the State of the City report.



**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 14 January 2021

**Subject:** Manchester’s Park Development Programme 2021 - 2025

**Report of:** Strategic Director (Neighbourhoods)

### Summary

This report provides an update on the progress and future programme of investment for parks that will accelerate delivery of the Park Strategy and support the delivery of revenue savings beyond 2021.

### Recommendations

The Scrutiny Committee is recommended to consider and make comments on the content of the report.

### Wards Affected: All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
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Parks by their nature contribute to the mitigation of carbon across the City and the programme of investment in parks will continue, with carbon reduction being one of the key drivers for investment.
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<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Parks are partnering in new and fruitful ways with organisations and communities to increase opportunities for personal development through volunteering, work experience, employment and training.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	Parks offer a unique opportunity to engage in formal educational activity in the natural environment. Opportunities to build life skills such as communication and teamwork are offered through a wide range of volunteering activities.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Parks are at the heart of our communities, offering opportunities for community cohesion through volunteering, events and activities in a setting that is open and accessible to all.

A liveable and low carbon city: a destination of choice to live, visit, work	Parks are an essential part of our neighbourhoods and enhance positive outcomes for residents and businesses. The delivery of a vibrant programme of events and activities is increasing the number of visitors from outside of the City. Whilst parks naturally contribute to the low carbon city agenda, new ways of using and activating the estate in a way that can actively contribute to lowering or offsetting carbon emissions are being explored.
A connected city: world class infrastructure and connectivity to drive growth	Parks connect our City in many different ways, physically they are expanding to offer enhanced green corridors for people and wildlife and socially by sustaining opportunities for shared experiences and common interests.

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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.

- Take a Brief Walk Through Manchester's Park Strategy 2017 – 2026
- Manchester's Park Strategy
  - Executive Summary
  - Research and Findings
  - Ten Year Action Plan

## 1.0 Introduction

- 1.1 This report provides an update on the programme of investment in Parks, commonly referred to as the Parks Development Programme (PDP) and the contribution this investment will make to raising new income or reducing expenditure and therefore responding to the Council's overall budget challenge.

## 2.0 Background

- 2.1 In December 2017 a ten-year strategy for Manchester's Parks was launched to guide their investment, upkeep and activation. The strategy set out the vision, key themes and actions that were needed to ensure parks and green spaces continued to serve the needs of communities across the city, providing popular and attractive open spaces for play, sport and informal recreation. There was a focus on 4 key themes:
1. **Parks at the Heart of Neighbourhoods** looks at the physical role of parks in neighbourhoods across the city, as well as their size, accessibility and character.
  2. **Vibrant Parks, Vibrant Communities** considers the use and activities that take place in parks to ensure they are a focus of community life, providing opportunities for exercise and sport, and a wide variety of events that can generate additional income for the benefit of parks.
  3. **A Manchester Quality Standard** sets out a good-quality standard for managing and maintaining parks.
  4. **Productive Parks in Partnership** describes ways to deliver park services in a more collaborative and fruitful manner with communities and local organisations, not just the Council.
- 2.2 Prior to the last service redesign in 2015/16, £440k of income was being generated per annum by parks and this was being reinvested back into the service to enhance the offer. In parallel with this, approximately £1.5m of Clean City funding was directed into a variety of projects as a one-off investment to stabilise the service and move towards a more sustainable future. Four years on, this investment combined with enhanced contracting and partnering arrangements has resulted in the service generating an additional 81% of income, whilst making progress towards a consistently good quality offer across the City.
- 2.3 Building on the successful outcomes over the last 4 years, a proposal was submitted to the Capital Programme Board with the intention of reducing future revenue pressures and insulating the Parks Strategy from the impact of future savings requirements. The PDP set out a range of commercial investment opportunities to further close the gap on ongoing income and expenditure from the revenue budget. The proposal set out a Manchester City Council (MCC) capital contribution of £12.5m with the aspiration to partner and match funds through external bodies such as Sport England and the National Lottery Heritage Fund.

- 2.4 Based on the previous track record, there was confidence that the service would continue maximising opportunities from contracted arrangements, such as park cafes, by continuing to raise visitor numbers. Offering a more vibrant programme of events and activities and through the addition of new or improved attractions, such as children's play, that would increase dwell time on site and increase visitors' secondary spend. Underpinning this strategy was the ability to compete with other visitor destinations and work flexibly with partners.
- 2.5 A project team focused on identifying and analysing potential opportunities for investment in collaboration with partners and stakeholders has been established. The team are responsible for testing the feasibility of proposals to identify those opportunities that have a viable business case and will meet the principles for development, including the potential return on investment.
- 2.6 Despite the financial challenge ahead, the alignment to the strategic themes laid out within Manchester's Park Strategy will remain, the pace at which progress is made in terms of closing the gap between income and expenditure has been accelerated.

### 3.0 Framework for Investment

- 3.1 The investment approach for the PDP is set out across four workstreams, open to all parks across the City.
- 3.2 **Workstream 1** - This will be administered as an open fund in line with the Neighbourhood Investment Fund. £960k will be made available in 2021/22 for capital projects in parks, with £30k allocated to each ward of the City enabling elected members to champion projects that raise standards and help to close the gap between income and expenditure. It is anticipated that the Park Plans that have been created in collaboration with stakeholders will help identify potential projects. Projects could include (but are not limited to) improved play, new furniture, signs and widening participation, access and inclusivity.
- 3.3 There is a requirement for workstreams 2, 3 and 4 to provide a more substantial return on investment and for partnering arrangements to deliver the strongest outcomes with minimal risks. On this basis, the projects identified in these workstreams will be identified through the Council and its partners and be progressed on the ability to fulfil the following principles:
- Delivery of the Park Strategy – all projects will contribute to the delivery of Manchester's Park Strategy.
  - Deliverable – ability to deliver the project within the timescale and budgets set out.
  - Return on investment – a clear view of how the project will close the gap between income and expenditure.
  - Track record – to ensure projects are delivered with the lowest levels of risk there will need to be confidence that partners are able to deliver their commitments.

- Match funding – to maximise the funds invested by the Council there is an expectation that any potential partners will share in the financial commitment to the development of projects.
- 3.4 The requirements set out above become increasingly intensive from workstream 2 through to workstream 4. Appendix 1 provides an overview of the investment framework captured in a table. The fund will be administered through the Park Strategy Board, with projects agreed for progression with local members and the Executive Member responsible for the portfolio on the submission of a robust business case.
- 3.5 **Workstream 2** – This will consist of 10 or more projects with a value between £30k and £250k, they will focus on raising standards as well as closing the gap between income and expenditure, with an average return of 4p per annum for every £1 spent. Projects likely to emerge through workstream 2 will support community led use and / or management of facilities and activities that will support a break even or income generating offer i.e. cafe or sports facilities.
- 3.6 **Workstream 3** – This will see the delivery of 4 or more projects up to the value of £1m. These projects will have a strong focus on return on investment, generating on average 8p per annum for every £1 invested, with partners bringing circa 50% in match funding. Example projects include those that deliver improved infrastructure that contributes to a good visitor experience and the generation of income, including traffic management, and multifunctional spaces providing for weddings, conferencing and education.
- 3.7 **Workstream 4** – This is focused on a small number of projects that will deliver the highest return on investment. A return of at least 10p per annum for every £1 invested will be required, returning £250k on a £2.5m investment. A partner with a strong track record for successful operation and growth will be required to deliver the outcomes and will share in the risk associated with the deliverability of the project. Example projects could include family type attractions, such as tree top activities.
- 4.0 Pipeline**
- 4.1 The investment framework was adopted in March 2020, with follow up Elected Members briefings programmed from 16 March 2020, due to Covid-19 the full programme of briefings was postponed to enable a full review of the Council's capital priorities – these dates have now being rearranged for January 2021. Progress towards developing a pipeline of projects has continued, albeit a little slower during the pandemic, with proposals shared through ward coordination, through the development of Park Plans and through the Parks Team.
- 4.2 The pipeline can most easily be described through the timescale for delivery i.e. quick wins, medium term and longer term. Below is a synopsis of projects that are already in the pipeline for delivery:

#### 4.2.1 **Quick wins – To be delivered in 12 months:**

- City Wide Parks Development Programme (Parks in Partnership Fund - PIP) - £30k per ward for park projects that will raise standards and help close the gap between income and expenditure. Emerging projects include perimeter fencing to secure sites to unauthorised vehicle access.
- Works to facilitate the use of Wythenshawe Hall as a multifunctional space, offering an outlet for activity driven by the Friends as well as education and income generating activity.
- Rationalisation of infrastructure to support travel to parks and circulation to key visitor attractions that generate secondary income.
- Enhanced infrastructure located at play and food and beverage outlets to raise the quality of the visitor experience and increase dwell time.

#### 4.2.2 **Medium term delivered in the next 2 to 3 years:**

- Futureproofing the infrastructure at event and activity sites to support a more vibrant programme, including better drainage and the provision of utilities that can be charged for.
- Works to support the usage of sports facilities in the City for national competition.
- Partnership investment with MCR Active to lever funds from sports national governing bodies to raise the standard of sports facilities at strategic sites to protect and enhance existing provision.
- Rationalisation of building stock to ensure that assets are being used to their maximum potential, this will include investment in buildings to bring them to a standard where they can be managed by the community or repurposed.

#### 4.2.3 **Longer term – delivered in year 4:**

- Family attractions that will increase visitor numbers and secondary spend, whilst continuing to support an offer that is free at the point of access.

### 5.0 **Deliverability**

- 5.1 The framework for investment remains completely aligned to the Park Strategy, however it will require acceleration of the Strategy to deliver outcomes at a quicker pace.
- 5.2 There is a robust track record for investment in parks enabling the closure of the gap between income and expenditure. Since 2016 there has been a strong focus for investment on workstreams that delivered to the park strategy and support a more sustainable future for the service. Investment has been focused on parks that have the most opportunity in terms of increasing visitor numbers and more effective programming of the calendar of events and infrastructure and this approach has brought about a year on year increase of 20% resulting in an additional gross income of circa £700k. The principles of this approach will continue to ensure that future investment continues with a high level of output.

- 5.3 The deliverability of the programme and the associated savings is subject to several important factors, these include:
- Covid-19 Restrictions being lifted in 2021/22 and the service being able to fully return trading. This will impact on existing income streams as well as identifying those new opportunities. With the short-term future in terms of Covid-19 difficult to predict, this may include a more concentrated period of events and activities in a smaller window of opportunity and to drive more intensive usage of assets.
  - Priorities being agreed following local stakeholder engagement.
  - Planning approval being granted, where appropriate.
  - Delivery partners willing to underwrite financial risk.
- 5.4 The project team have reviewed the main challenges in the delivery of capital projects in parks over recent years and the lessons learned have been considered in mapping out the pipeline for delivery in terms of costs and timescales.

## **6.0 Conclusion and Next Steps**

- 6.1 The Parks Development Programme will attract new partnerships and support key stakeholder groups to continue to close the gap between operating costs and income raised through enhanced trading activity. This programme of work will:
- Unlock the potential to generate additional funds, with an anticipated £427k revenue growth in a mature year.
  - Progress the delivery of a consistently good quality standard.
  - Increase the number of visitors and enable more stakeholders to play an active role.
  - Offer opportunities for our residents through the programmes commitment to generating social value.
- 6.2 Delivery of the programme of investment will continue with the following key steps:
- Brief members and stakeholders on the framework for investment – week beginning 4 January 2021.
  - Progress the development of the Parks in Partnership funding model (workstream 1) with agreed criteria, governance and administration ready for launch in March 2020.
  - Continue to gather and explore proposals for investment in workstreams 2, 3 and 4 through the development of park plans and ward coordination.
  - Progress live feasibilities for projects in the pipeline to inform business cases and checkpoint submissions.

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## Appendix 1

	<b>Workstream 1</b>	<b>Workstream 2</b>	<b>Workstream 3</b>	<b>Workstream 4</b>
<b>Park Strategy Aim</b>	Devise new ways to look after parks to good standards.	Devise new ways to look after parks to good standards.	Partner with organisations to create an ongoing return on investment.	Partner with organisations to create an ongoing return on investment.
<b>Investment</b>	£30,000 per ward	£30,000 to £250,000	Up to £1,000,000	Up to £2,500,000
<b>Number of Awards</b>	32 or more. Awards based on the NIF model and could support one or more projects in each ward across the city.	10 or more projects across the city.	4 or more projects across the city.	2 projects across the city.
<b>Match Funding</b>	No requirement	25% (negotiable)	50% (match funding, could be revenue)	50% match funding
<b>Return on Investment</b>	Desirable - Should help to close the gap on income and expenditure.	Desirable - Should close the gap on income and expenditure but not wholly commercial.	Required - Significant commercial return on investment. Business plan needs to be robust and underwritten.	Required - High level commercial return on investment. Business plan needs to be robust and underwritten.
<b>Revenue return</b>	Desirable.	For every £1 invested a net revenue return of between £0.02 and £0.06 pa. E.g. a £250k investment would generate between £5k - £15k pa.	For every £1 invested a net revenue return of between £0.07 and £0.09 pa. E.g. a £1m investment would generate between £70k - £90k pa.	For every £1 invested a net revenue return of at least £0.10 pa. E.g. a £2.5m investment would generate at least £250k pa.
<b>Examples</b>	Improved play,	Projects that will	Improved	Provision of

	new furniture, signs and widening participation and access. Projects will be identified through Park Plans.	support community led use / management of facilities and activities that will support a break even or income generating offer i.e. cafe or sports facilities.	infrastructure that contributes to a good visitor experience and the generation of income, this would include traffic management, and multifunctional spaces providing for weddings, conferencing and education.	major attractions that will add to the visitor experience and return a significant investment. Projects would include inclusive family attractions such as Tree Top Trek.
<b>Allocation</b>	£960,000	£2,500,000	£4,000,000	£5,000,000

**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 14 January 2021

**Subject:** Overview Report

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

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**Summary**

This report provides the following information:

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

**Recommendation**

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

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**Contact Officer:**

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Position: Scrutiny Support Officer

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**Background documents (available for public inspection):**

None

## 1. Monitoring Previous Recommendations

This section of the report lists 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.

Date	Item	Recommendation	Action	Contact Officer
7 December 2017	CESC/17/48 Volunteering – Timebanks	To ask Equality Lead Members to consider what role they could play in enabling timebanking to reach different communities, including consideration of specific timebanks around protected characteristics.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview Report.	Keiran Barnes, Equality Team Leader
11 October 2018	CESC/18/39 Widening Access and Participation, Leisure, Libraries, Galleries and Culture – Update	To request that data on which wards the users of individual leisure facilities lived in be circulated to Members.	A response to this recommendation has been requested and will be circulated to Members.	Lee Preston, Sport and Leisure Lead
6 December 2018	CESC/18/54 Update on Revenue Financial Strategy and Business Plan Process 2019/20	To ask the Chief Operating Officer (Neighbourhoods) to confirm the implications of the change of management for staff employed at the Powerleague in Whalley Range.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview Report.	Fiona Worrall, Strategic Director (Neighbourhoods)
8 October 2020	CESC/20/38 Update on Work with the Voluntary, Community and Social Enterprise (VCSE) Sector During COVID-19	To request information on the financial support that has been given during the pandemic by the Council and external funders, broken down by equality strands, as well as information on any gaps in provision.	A response to this recommendation will be circulated to Members.	Michael Salmon, Programme Lead (Our Manchester Funds)
8 October	CESC/20/39	To request that a response from the	A response to this recommendation	Neil MacInnes,

2020	Equalities Update	Executive Member for Skills, Culture and Leisure on the review of symbols across the city be circulated to all Members of the Committee.	was circulated to Members by email on 1 December 2020.	Head of Libraries, Galleries and Culture
5 November 2020	CESC/20/42 Peterloo Memorial	To ask officers and the Executive Member for Skills, Culture and Leisure to change the date of the public meeting in order to give more time to ensuring that it is carried out in the correct way and that the meeting be an open, accessible forum for the consideration of a limited number of options, including the most recent proposal from the campaign groups and the Council's proposal for a temporary ramp.	The Executive Member for Skills, Culture and Leisure provided an update at the Committee's 3 December meeting, under the Minutes item (minute reference CESC/20/48).	Dave Carty, Development Manager
3 December 2020	CESC/20/49 Manchester's Age Friendly Recovery	That the Committee welcomes the report and wishes to convey to the Executive that it strongly and unanimously supports the recommendations contained within it.	The Committee's views, along with the report, have been passed to the Members of the Executive.	Rachel McKeon, Scrutiny Support Officer
3 December 2020	CESC/20/52 Overview Report	To ask the Scrutiny Support Officer to re-circulate the information about the review of symbols across the city.	This recommendation has been completed.	Rachel McKeon, Scrutiny Support Officer

## 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 **4 January 2021** 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.

#### Register of Key Decisions:

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
<b>National Taekwondo Centre 2018/10/19A</b>  Enter into a 39 year lease with Sport Taekwondo UK Ltd for areas within the building.	Chief Executive	Not before 1st Nov 2018		Briefing Note and Heads of Terms	Richard Cohen r.cohen@manchester.gov.uk
<b>Leisure Services - External Ref: 2016/02/01C</b>  The approval of capital expenditure on external Leisure Services land and buildings.	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Lee Preston l.preston2@manchester.gov.uk
<b>Financial approval of MCR Active Contract 2020/21(2020/02/04A)</b>	Executive	11 Mar 2020		Executive report	Yvonne O'Malley, Lord Mayor Charity

To seek financial approval of 2nd year of MCR Active Contract for period 1st April 2020 to 31st March 2021.					y.omalley@manchester.gov.uk
<p><b>Extra Care - Russell Road LGBT Project 2019/03/01H</b></p> <p>The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units which will be in the ownership of MCC.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Checkpoint 4 Business Case	Steve Sheen s.sheen@manchester.gov.uk
<p><b>Contract for the Provision of Domestic Violence &amp; Abuse Services</b></p> <p><b>Lot 1 - Child to Parent Violence &amp; Abuse Project</b></p> <p><b>Lot 2 - Children and Young People affected by Domestic Violence &amp; Abuse (2020/12/23A)</b></p> <p>The appointment of Provider to deliver the service.</p>	Executive Director of Adult Social Services	Not before 1st Feb 2021		Report and Recommendation	Delia Edwards, Domestic Abuse Reduction Manager delia.edwards1@manchester.gov.uk

**Communities and Equalities Scrutiny Committee  
Work Programme – January 2021**

<b>Thursday 14 January 2021, 2.00 pm (Report deadline Monday 4 January 2021)</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Revenue & Capital Budget proposals 2021/22 – update	The Committee will receive a further report outlining any changes to the Officer budget proposals reported at the November 2020 meeting in light of the provisional local government finance settlement. To include information on the Council's statutory obligations in relation to the areas where cuts are being proposed.	Councillor Akbar Councillor Craig Councillor Murphy Councillor Rahman Councillor Stogia	Fiona Worrall	Executive Report See November 2020 minutes
Our Manchester Strategy Reset	To receive the draft reset of the Our Manchester Strategy to allow the Committee to make its comments before Executive is requested to approve.	Councillor Leese	James Binks/ Elizabeth Mitchell	Executive Report
Parks Investment Programme	To receive details of the proposed investment programme for parks.	Councillor Rahman	Fiona Worrall/Neil Fairlamb	See November 2020 minutes
Update on COVID-19	To receive an update of the city's response and recovery work focusing on areas within the Committee's remit.	Councillor Craig	Fiona Worrall	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Rachel McKeon	



<b>Thursday 11 February 2021, 2.00 pm (Report deadline Monday 1 February 2021)</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Budget 2021/22 – final proposals	The Committee will consider refreshed budget proposals following consideration of the original officer proposals at its November 2020 meeting and (any) revised budget proposals at its January 2021 meeting.	Councillor Akbar Councillor Craig Councillor Murphy Councillor Rahman Councillor Stogia	Fiona Worrall	Executive Report
Update on COVID-19	To receive an update of the city's response and recovery work focusing on areas within the Committee's remit.	Councillor Craig	Fiona Worrall	
Equalities Update	To receive a report in the new year, in particular focusing on the work of the Race Equality Working Group.	Councillor Akbar	Fiona Ledden/ James Binks/ Keiran Barnes	February or March 2021 See October 2020 minutes
Overview Report		-	Rachel McKeon	

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