



## **Economy Scrutiny Committee**

Date: Thursday, 14 January 2021

Time: 10.00 am

Venue: Virtual meeting - Webcast at - <https://vimeo.com/event/570227>

**There will be a private meeting for Members only at 1:00pm Wednesday 13 January 2021 via Zoom. A separate invite will be sent to members with joining details.**

### **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 Economy Scrutiny Committee**

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

## 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** 5 - 10  
To approve as a correct record the minutes of the meeting held on 3 December 2020.
- 5. Growth and Development Directorate Budget Proposals 2021/22** 11 - 22  
Report of the Strategic Director (Growth and Development) attached  
  
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.
- 6. ALMO - outcome of the offer to tenant's consultation**  
Report to follow
- 7. Affordable housing delivery update**  
Report to follow
- 8. Our Manchester Strategy Reset - Draft Strategy** 23 - 36  
Report of the Strategic Director (Growth and Development) attached  
  
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.

**9. Economy COVID19 Sit Rep Report**

Report to follow

**10. Overview Report**

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Report of the Governance and Scrutiny Support Unit

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

## Information about the Committee

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

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

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. 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,  
Lloyd Street  
Manchester, M60 2LA

## 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

## Economy Scrutiny Committee

### Minutes of the meeting held on Thursday, 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 H Priest (Chair) – in the Chair  
Councillors Green, Hacking, Johns, Noor, Raikes, Shilton Godwin and Stanton

**Also present:**

Councillor Leese, Leader  
Councillor N Murphy, Deputy Leader

**Apologies:** Councillor K Simcock

#### **ESC/20/46 Minutes**

#### **Decision**

The minutes of the meeting held on 5 November 2020 were approved as a correct record.

#### **ESC/20/47 Manchester Digital Strategy**

The Committee considered a report of the Director of Inclusive Economy, which provided an overview to the development of the Manchester Digital Strategy and its alignment to the city's strategic priorities. The Committee also received a presentation that detailed the work to date to create the Strategy and its emerging priorities.

Key point and themes of the report included:-

- A strategy was required to drive the cohesive vision of digital across the city;
- Supporting all Manchester residents to be able to access opportunities digitally is key to building a more inclusive city;
- The proposed emerging Strategy was currently based around four pillars which aligned to the Developing A More Inclusive Economy – Our Manchester Industrial Strategy;
- Strategic alignment was essential to ensure successful implementation of the Digital Strategy's aims both within the Council and across the city;
- The city's digital sector continued to be one of our key growth sectors, both in terms of increasing jobs and gross value added;
- Whilst there were many employment opportunities in this growth area, it was essential to increase digital skills levels and improve digital infrastructure to ensure all of Manchester's residents and neighbourhoods could access them; and

- Following the Committee's comments, the draft Strategy would go out for public consultation in early 2021.

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

- What was meant by the phrase deploying digital connectivity as a utility and to what extent could the Council support this;
- There was concern that there would not be enough capacity to upskill Manchester residents in using digital;
- Was there any capacity within the strategy to ensure that the Council and its partners procured from organisations that were committed to being carbon zero or carbon negative;
- Further information was requested on Fibre Manchester and the required physical infrastructure to enable the Strategy to be delivered;
- To what extent did the Strategy address access to the necessary technology for all residents in the city, such as fibre broadband to all properties;
- Who would be held accountable for the progress of the Strategy; and
- Would there be a joined-up GM approach to procuring the necessary digital devices for those who were subject to digital poverty.

The Digital Strategist informed the Committee that the Council would be joining with Tameside and potentially a further three GM Councils to enable the delivery of the physical infrastructure across the city and region through the use of digital co-operatives. This would allow for smaller operators to enter the market and provide more choice for residents at lower prices. He clarified that in terms of ownership of the infrastructure, this would belong to the co-operative or a co-operative member. He added that viewing digital connectivity as a utility simply meant that it would be available everywhere, in some places free and in other at an affordable rate. In terms of the Green Economy, there were many organisations within the industry that were operating as Carbon neutral and reinvesting in renewable energy and it would be these types of organisations that the Council should align itself with going forward.

The Director of Inclusive Economy advised of the steps that were being taken to help residents get connected and develop the necessary digital skills, including the work of schools and colleges with students in terms of blended learning. She added that at present she was not aware of any GM wide procurement approach but would investigate the possibility of this and outlined how the Council and MAES had provided a vast number of residents with the necessary equipment to enable them to become digitally included.

The Deputy Leader agreed to take on board all the comments made by the Committee as the Strategy was developed and agreed to report back as to how the digital offer could be improved for Manchester residents.

## **Decisions**

The Committee:-

- (1) Notes the report.

- (2) Notes that a number of themes emanating from this item will likely form future agenda items in the next Municipal Year.

### **ESC/20/48 HS2 Phase 2b Western Leg Design Refinement Consultation Response**

The Committee considered the report of the Strategic Director, Growth and Development that informed the Committee and the Executive of a Design Refinement Consultation (DRC) being carried out by HS2 Ltd on the western leg of Phase 2b of HS2 (Manchester-Crewe). The consultation sought views on updates to station designs at both Manchester Piccadilly and Manchester Airport, in addition to a route alignment change, in order to reduce the impact on the existing train care facility at Ardwick, and to facilitate the integration of Northern Powerhouse Rail (NPR) at both Piccadilly and Manchester Airport high speed stations.

The report outlined the Council's proposed response to the consultation. The draft response was attached as an appendix and should be read in conjunction with the report.

The main points and themes within the report included: -

- Providing an introduction and background to the report;
- Describing the context of the response; and
- Providing a summary of the main issues to which the city continued to seek resolution, and which the Council and its partners expected further collaborative engagement on.

The Committee heard from Councillor Lovecy, Member for Rusholme ward. She described that local Councillors continued to oppose the proposed location of the vent shaft on Fallowfield Retail Park. She stated that this would have a detrimental impact on local schools; it would result in the loss of a Park and Ride scheme that would have an adverse impact on air quality. She stated that the current proposal would also result in a loss of local retail provision that would have a negative impact on the local community. She stated that these arguments, in particular that from the local schools, needed to be strengthened within the response.

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

- Supporting the local Councillors in opposing the ventilation shaft that was still proposed to be located on Fallowfield retail park and that alternative, more appropriate sites should be considered by HS2 Ltd;
- Supporting the call for an underground station to be built at Piccadilly station;
- What more could be done to support the case of the Council; and
- The views of the Economy Scrutiny Committee needed to be taken into consideration and reflected within the response.

The Leader stated that it was important to continue to argue for the need to build an underground station at Piccadilly to accommodate HS2 and address issues of capacity at the site, noting that a surface station would be inappropriate. He further commented that the design of the HS2 Airport Station needed to be fully integrated

with local development plans and existing planning policies, including Metrolink and Northern Powerhouse Rail.

The Head of City Centre Growth & Regeneration stated that discussions continued with HS2 Ltd to discuss the issue of the planned ventilation shaft that was still proposed to be located on Fallowfield retail park. She described that alternative locations had been suggested; however, these had been rejected on the grounds of visual disamenity and antisocial behaviour.

The City Centre Growth and Development Manager informed the Committee a summary would be provided in response to the consultation; however, individual responses would not be provided to issues raised. She stated that officers and Members would continue to work and engage with HS2 Ltd to seek to influence the design. She advised that she was aware that a local MP had requested an urgent meeting with Ministers to discuss the issue of Fallowfield retail park and the location of the vent shaft.

The Head of City Centre Growth & Regeneration advised that having regard for Councillor Lovecy's comments the response would be reviewed to strengthen the points that she had addressed. The Strategic Director, Growth and Development further commented that the views of Committee would also be incorporated into the final submission.

## **Decisions**

The Committee:-

- (1) Recommend that having regard for the views and comments expressed by the Committee and that of the local ward Member, Section 8 of response relating to the Birchfield Road Ventshafts be reviewed to reflect the opposition of schools to these proposals.
- (2) Having regard to recommendation 1, endorse the recommendation that the Executive:
  - Note the proposed refinements within Manchester in the HS2 Design Refinement Consultation;
  - Note and comment on the City Council's draft submission in response to the consultation; and
  - Delegate authority to the Strategic Director – Growth & Development, in consultation with the Leader and Executive Member for Environment, Planning and Transport, to finalise the response and submit to HS2 Ltd.

## **ESC/20/49 Update on COVID-19 Activity**

Further to Minute ESC/20/38 (Update on activity under COVID 19), the Committee considered a report of the Strategic Director (Growth and Development), which provided a further update 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 the Committee.

The key points and themes included:-

- An economic overview at a national, regional and local level;
- A sectoral impact update, including the impact on footfall within the city, hospitality and visitor economies, aviation and universities;
- The steps needed to stimulate development and investor confidence in the city;
- Work being undertaken with TfGM to agree a broad overall transport plan to support the gradual opening up of the city with a focus on pedestrian movement and safe use of public transport;
- Work being undertaken around Skills, Labour Market and Business Support following on from the THINK report findings; and
- A progress update on the lobbying of government for additional funding.

The Leader also provided a verbal update on the most recent developments since the publication of the report.

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

- There had been a failure of government in providing appropriate financial support to the city and wider region for the length of time that people have been living under strict restraints;
- It would be useful to have year on year comparative data on footfall in the city and district centres to help in the longer term thinking of recovery;
- There was concern about the impact of the pandemic on the hospitality sector especially for the months following Christmas as trade was usually quiet in these months; and
- There was concern in relation to the number of people claiming unemployment related benefits in the city centre and the impact this might have on private renters.

The Director of Inclusive Economy advised that the increase in unemployment increased rapidly in April and May and although this has levelled off it was still increasing. She outlined the work that was being undertaken to address the increase in unemployment in the city.

The Strategic Director confirmed that year on year data of footfall could be provided and could be reported in future Economy Dashboards. It was also reported that the Business Sounding Board would be launching a campaign in the new year around supporting restaurants, cultural venues and hotels, building on the eat out to help out model, but more specific to Manchester.

Noting the concerns raised, the Leader commented that the full economic recovery of the city would likely take three to five years and that areas that had been placed in Tier 3, such as Manchester, received no further financial support than those in Tiers 1 or 2. As such it was important that the City was placed into Tier 2 as soon as possible to enable businesses to trade and survive.

## **Decision**

The Committee notes the report.

## **ESC/20/50 Overview Report**

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

## **Decisions**

The Committee:-

- (1) Note the report.
- (2) Note that the Chair will finalise the Work Programme for the February and March 2021 meetings in consultation with Officers.

## Manchester City Council Report for Resolution

**Report to:** Economy Scrutiny Committee – 14 January 2021  
Executive – 20 January 2021

**Subject:** Growth and Development Directorate Budget Proposals 2021/22

**Report of:** Strategic Director Growth and Development

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### Purpose of Report

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.

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### Recommendations

The Committee is asked to consider and make comments on the savings proposals identified prior to being considered by Executive 20 January 2021.

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**Wards Affected:** All

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Manchester Strategy Outcomes	Summary of the Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	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 2021/22 budget preparation work and will contribute towards ensuring that the Council can deliver a balanced 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.

### **Contact Officers:**

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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.

Growth and Development Directorate Budget 2020/21 - Executive 12 February 2020  
Growth and Development Budget Options 2021/22 – Executive 11 November 2020

## 1. 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 December 17 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 to support a balanced budget for 2021/22. 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 Following on from the November Scrutiny Committees, all Directorates have continued to develop and work through the budget proposals, and this work has taken into consideration the feedback from the November meetings. Overall savings proposals from all Directorates total around c.£50m. Wherever possible consideration has been given to protecting front line services and to protect the capacity to support the recovery planning.
- 1.3 Overall the Growth & Development Directorate has identified proposed budget reductions of **c. £2.314m**. This would require a reduction of **c22** full time equivalent (FTE) posts. Due to lead in time around required investments and timing on the ability to exit some contracts/leases, the £2.314m would be phased over the period 2021/22- 2024/25, with an initial £2.024m being delivered in 2021/22. Further detail is set out in the table below.
- 1.4 The proposals identified that are under the **remit of this Committee total £0.733m and requires a reduction of 11fte's**, further details on these proposals are included in section 4 of this report.
- 1.5 As part of identifying the proposed budget reductions consideration has been given to trying to minimise the impact on residents, businesses and other stakeholders, although this is not always possible.

## 2. Growth and Development Directorate Background and Context

- 2.1 The Growth and Development Directorate ("Directorate") has a pivotal role in driving the **sustainable economic growth of the city that benefits everyone**. They achieve this by securing new commercial development, attracting inward investment, generating employment growth across the city, and also supporting businesses and communities to thrive. The directorate has the leading role in the economic recovery of the City following the decline due to Covid-19. The Directorate is delivering the City Council's Residential Growth Strategy which underpins the city's economic growth trajectory. The management of the City Council's land and property assets to promote growth is closely aligned with the management of the City Council's operational and investment estates. The planning, building control and licensing functions further enhance the strategic planning and place shaping function.

- 2.2 The Work and Skills and Adult Education services ensure that **Manchester residents directly benefit from the economic growth and development of the city and associated jobs creation**. The Directorate also works with a range of stakeholders to enable people to better support their **children's learning, fulfilling their potential** and to be active citizens contributing in their communities. For an increasing number of residents, this means support to manage the impact of welfare reform and transition to universal credit.
- 2.3 The Directorate has the central role in **ensuring the delivery of the right mix of affordable housing for Manchester residents to have a good choice of safe and secure homes**. We will accelerate and sustain the delivery of more housing, including enough which is affordable for our residents on low and average incomes and will intervene, where necessary, to speed up the delivery of housing across the city, including developing homes ourselves.
- 2.4 The Directorate also works directly with colleagues in the Neighbourhood Directorate in the planning and delivery of new **neighbourhoods** making sure these meet the needs of our diverse and complex communities. We work proactively in partnership with businesses, residents and partners to make sure our developments meet local needs to deliver neighbourhoods people want to live in and are designed to enable quality neighbourhood management services (such as waste collections and recycling).
- 2.5 Supporting Manchester's commitment to be a zero carbon city by 2038 is a priority for the directorate by reducing the Council's direct CO2 emissions through continued rationalisation of the operational building estate and improving energy efficiency in council owned buildings. The Directorate will also use its influence and leadership role across the city to encourage others to reduce CO2 emissions in industry, commercial and residential sectors through developing planning policy and influencing contractors through procurement and commissioning arrangements.
- 2.6 The Directorate strives to be **well managed, to balance our budgets** and to provide additional efficiencies and **increase income** from the Council's property portfolio to help underpin the council's budget.

### 3. **Growth and Development 2020/21 Budget Position**

- 3.1 The Growth and Development Directorate has a gross budget of c.£65m, and a net budget of c.£9.2m, with 636.5fte's. 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>
Operational Property	12,061	8,145	35.8
Facilities Management	14,943	9,687	176
Investment Estate	8,198	(11,904)	28.8
Growth & Development	397	164	2.6
City Centre Growth and Infrastructure	1,773	527	11.9
Housing & Residential Growth	5,376	1,445	34.9
Planning, Building Control & Licensing	7,442	(588)	133.1
Work & Skills	1,891	1,773	25.6
MAES	10,389	0	182
Our Town Hall Project	2,385	0	5.8
<b>Grand Total</b>	<b>64,855</b>	<b>9,249</b>	<b>636.5</b>

- 3.2 The 2020/21 cash limit budget is £9.249m and this is net of the £0.690m savings that were approved as part of the 2020/21 budget process.

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

- 3.3 As at August 2020 the Directorate is forecasting a net overspend of £3.86m, this includes Covid-19 related pressures of £7.305m, offset by in year mitigation of £3.445m.
- 3.4 The Covid-19 pressures are made up of a combination of £4.718m reductions in income and increased cost pressures of £2.581m. The main loss of income has arisen within the Investment estate due to tenants not being in a position to pay their rents because their business has been impacted by Covid-19. In the majority of cases any support has been provided in the form of deferment of rent, rather than write off. This is in order to support businesses with cash flow, whilst also seeking to protect the Council overall position although the level of bad debts is likely to increase.
- 3.5 In addition to the income reductions, there have been increased costs with the main costs being in respect of supporting the Corporate response to supporting the City's most vulnerable residents with food support as part of the Community Hub during the Covid crisis, this is forecast to cost over £2m in the current financial year.
- 3.6 As part of the ongoing work seeking to mitigate the above pressures in year



forecast savings of £3.445m have already been identified, this is largely due to staff savings because of vacant posts and reduced running costs across all services.

#### 4. 2021/22 onwards Savings Proposals

- 4.1 In response to the identified Council wide budget gap all budgets have been reviewed and the proposed Growth and Development identified savings equate to an initial **£2m** in 2021/22 increasing to **£2.3m** by 2024/25, although this does require a 22fte reduction across the Directorate. This report sets out the proposals that are relevant to this Committee, and these **total £0.733m and include a reduction of 11fte's**. Further details of the proposals are set out in more detail below whilst the table at appendix 1 provides a summary view along with RAG rating.

#### Proposed Savings

- 4.2 **Housing and Residential Growth - £190k**, growth agenda continues to be a priority, current work streams include the establishment of the Housing development vehicle, review of the housing ALMO, and ongoing development including increasing the supply of both affordable social housing and private housing.
- 4.3 In light of the above, savings of £190k having been identified through increased rental income from a recently completed development, it is likely that this income could increase year on year as rent levels increase.
- 4.4 **Planning, Building Control and Licensing - £393k -11fte**, the service operates on a fee recovery basis, and there are certain ring fencing arrangements in place around how the fee income can be utilised. There are elements of the service that are statutory functions and any cuts will need to consider these statutory functions.
- 4.5 There are currently 11 existing vacancies across both planning and building control and holding these posts vacant will save c£393k. It is proposed that the posts will only be filled if additional funding is identified.
- 4.6 **Work and Skills - £150k** - The Government have recently announced they will provide £100k additional financial support for youth unemployment it is proposed to use this funding to offset existing mainstream budget provision. Given the likely increase in youth unemployment arising from the current economic uncertainty this does not allow resources for any increased support for youth unemployment.
- 4.7 In addition to the above a further **£50k reduction in commissioning** activity in business support & employment is proposed.
- 4.8 Both the above savings proposals will reduce the level of resources available and will impact on the team's ability to respond to the unemployment crisis and contribute to Manchester's economic recovery. It will mean some areas of

work cease, such as sector based work, and reduce the team's ability to coordinate skills, training and employment support offered at a local level.

## **5. Workforce Implications**

- 5.1 The City Council is seeking to avoid compulsory redundancies, and the workforce implications related to the proposals included in this report require a reduction of c.11fte's of which all posts are currently vacant.
- 5.2 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.
- 5.3 Consultations have started with the Trade Unions on the MPeople processes to ensure that the Council does not lose the 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.

## **6. Equalities**

- 6.1 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.
- 6.2 As part of implementing the savings proposals an Equality Impact 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.

## **7. Risk management**

- 7.1 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.

## **8. Legal**

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

## **9. Conclusion**

- 9.1 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 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.

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## Appendix 1

Service	Description of Saving	Type of Saving	RAG Deliverability	RAG Impact	Amount of Saving			FTE's
					21/22 £000's	22/23 £000's	Total £000's	
Planning, Licensing & Building Control	Hold/delete 11 vacant posts	Reduction	Green	Amber	393		393	11
Housing & Residential Growth	Additional income from housing redevelopment	Income	Green	Green	190		190	0
Work & Skills	Reduction in commissioning activity	Reduction	Green	Green	50		50	0
	Government Funding for youth unemployment,	Income	Green	Green	100		100	0
<b>Total</b>					<b>733</b>		<b>733</b>	<b>11</b>

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**Manchester City Council  
Report for Resolution**

**Report to:** Economy Scrutiny Committee – 14 January 2021

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

**Report of:** Strategic Director - Growth and Development

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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.
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**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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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.
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<b>Our 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	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 consider by Children and Young People Scrutiny Committee; Communities and Equalities 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:** Economy 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 and note the information provided.

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**Wards Affected:** All

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

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

None

## 1. Monitoring Previous Recommendations

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

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

Date	Item	Recommendation	Response	Contact Officer
10 Oct 2018	ESC/18/45 Gap analysis of the City's Bus network service	To request information including a summary of data that has been used to date to underpin current findings, including information on frequencies of services and services that have been removed or reduced in the last three years.	A response to this request is still outstanding	Pat Bartolli

## 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.

<b>Development and Growth</b>					
<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Consultation</b>	<b>Background documents</b>	<b>Officer Contact</b>
<p><b>Brownfield Land Register Update 2019 2019/03/01D</b></p> <p>To publish Manchester's Brownfield Land Register.</p>	Deputy Chief Executive, Strategic Director - (Growth and Development)	Not before 29th Mar 2019		Report and Recommendation	Louise Wyman – Strategic Director Growth and Development louise.wyman@manchester.gov.uk
<p><b>Delivering Manchester's Affordable Homes to 2025 - Establishment of Strategic Partnership with Homes England (2019/09/05A)</b></p> <p>To negotiate and formalise a Strategic Partnership with Homes England to enable the delivery of Manchester Affordable Homes to 2025</p>	Strategic Director - (Growth and Development)	Not before 4th Oct 2019	In consultation with the Executive Members for Housing and Regeneration and Finance and HR	Report and Recommendation	Steve Sheen s.sheen@manchester.gov.uk
<p><b>Delivering Manchester's Affordable Homes to 2025 - Disposal of sites (2019/09/05B)</b></p>	City Treasurer (Deputy Chief Executive)	Not before 4th Oct 2019	In consultation with Strategic Director (Growth and Development)	Report and Recommendations	Steve Sheen s.sheen@manchester.gov.uk

To agree the disposal of sites in Council ownership for the provision of affordable homes			and Executive Members for Housing and Regeneration and Finance and HR		
<p><b>Delivering Manchester's Affordable Homes to 2025 - Establishment of Partnership arrangements with Registered Providers (2019/09/05C)</b></p> <p>To establish partnership arrangements with Registered Providers together with their partners/consortium for defined areas in the North, Central, South and Wythenshawe areas of the City.</p>	Strategic Director - (Growth and Development)	Not before 4th Oct 2019	In consultation with City Treasurer (Deputy Chief Executive) and the Executive Members for Housing and Regeneration and Finance and HR	Report and recommendation	Steve Sheen s.sheen@manchester.gov.uk
<p><b>Delivering Manchester's Affordable Homes to 2025 -Agreement of legal terms (2019/09/05D)</b></p> <p>To enter into and complete all necessary legal documents and agreements to give effect to delivering Manchester's Affordable Homes to 2025</p>	City Solicitor	Not before 4th Oct 2019		Report and recommendations	Fiona Ledden, City Solicitor fiona.ledden@manchester.gov.uk



<p><b>Buying back former Council properties - Policy approval (2019/09/05E)</b></p> <p>To approve a policy for the Council to buying back properties which have been sold under the Right to Buy to increase the amount of social housing and to reduce the number of former Council properties entering the private rented sector.</p>	<p>Strategic Director - (Growth and Development)</p>	<p>Not before 4th Oct 2019</p>	<p>In consultation with the City Treasurer (Deputy Chief Executive) and the Executive Members for Housing and Regeneration and Finance and HR, following consultation with local Ward Members.</p>	<p>Report and Recommendation</p>	<p>Martin Oldfield m.oldfield@manchester.gov.uk</p>
<p><b>Buying back former Council properties - Setting of purchase prices (2019/09/05F)</b></p> <p>To agree purchase prices and make any necessary arrangements to purchase properties in line with the policy</p>	<p>Strategic Director - (Growth and Development)</p>	<p>Not before 4th Oct 2019</p>	<p>In consultation with City Treasurer (Deputy Chief Executive) and the Executive Members for Housing and Regeneration and Finance and HR</p>	<p>Report and recommendation</p>	<p>Martin Oldfield m.oldfield@manchester.gov.uk</p>

<p><b>Heron House General Letting Consent (2019/11/25A)</b></p> <p>To agree to the disposal by Leasehold of office accommodation at Heron House.</p>	Chief Executive	Not before 24th Dec 2019		Briefing Note & Heads of Terms	Mike Robertson m.robertson@manchester.gov.uk
<p><b>Purpose Built Student Accommodation in Manchester (2020/05/28F)</b></p> <p>To agree an approach to Purpose Built Student Accommodation, following a consultation exercise with key stakeholders, to help to guide the decision making process in advance of the review of the core strategy, and request that the Planning and Highways Committee (or agreed interim procedure of planning determination by the Chief Executive) take this into material consideration until the core strategy has been reviewed.</p>	Executive	3 Jul 2020		Report and Recommendation	Dave Roscoe d.roscoe@manchester.gov.uk, Pat Bartoli p.bartoli@manchester.gov.uk
<p><b>Greater Manchester Transport Strategy 2040 and Our Five-Year Delivery Plan -</b></p>	Executive	9 Dec 2020		Greater Manchester Transport Strategy 2040	Duncan McCorquodale duncan.mccorquodale@manchester.gov.uk

<p><b>Manchester Local Implementation Plan (2020/11/05A)</b></p> <p>To adopt and publish the Local Implementation Plan for Manchester that forms an appendix to Our Five-Year Delivery Plan.</p>				<p>Our Five-Year Delivery Plan Manchester Local Implementation Plan</p>	
<p><b>Contract for Provision of Repairs and Maintenance Services to Northwards Housing Managed Stock and Leasehold Properties and New Adaptations across all Manchester City Council Housing (2021 - 2024) (2020/11/27A)</b></p> <p>To seek approval to award a Contract to one supplier to provide a comprehensive Repairs and Maintenance service across all City Council Housing.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Jan 2021</p>		<p>Confidential Contract Report with recommendation</p>	<p>Kevin Lowry, Interim Director for Housing and Residential Growth kevin.lowry@manchester.gov.uk</p>

### 3. Economy Scrutiny Committee Work Programme – January 2021

<b>Thursday 14 January 2021, 10.00am</b> <b>** DUE TO CHRISTMAS BREAK PLEASE CAN AS MANY REPORTS AS POSSIBLE BE SUBMITTED BY TUESDAY 22 DECEMBER 2020**</b> <b>(Actual deadline Monday 4 January 2021)</b>				
<b>Theme – Budget and Housing</b>				
Item	Purpose	Executive Member	Strategic Director / Lead Officer	Comments
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.	Cllr Leese (Leader)	Louise Wyman Paul Hindle	
ALMO – outcome of the offer to tenant’s consultation	To receive a report that details the outcome of the ‘Offer to Tenants’ consultation and the subsequent proposals arising from this outcome prior to consideration of these proposals by the Executive	Cllr Richards (Executive Member for Housing and Regeneration)	Louise Wyman Kevin Lowry	
Affordable Housing update	To receive an update on progress made with delivering the Councils programme of Affordable Housing. To include updates on:-  Local Delivery Vehicle for Housing Project 500 Strategic Collaboration with Homes England	Cllr Richards (Executive Member for Housing and Regeneration)	Louise Wyman Kevin Lowry	

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.	Cllr Leese (Leader)	Louise Wyman	
Economy COVID19 Sit Rep Report	To receive the most up to date Economy COVID19 Sit Rep report that details how the Council and the city is progressing with the recovery phase of COVID19 against the areas within the remit of this Committee.	Cllr Leese (Leader)	Louise Wyman David Houlston Angela Harrington Pat Bartoli Ruth Ashworth	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Mike Williamson	

**Thursday 11 February 2021, 10.00am  
(Report deadline Monday 1 February 2021)**

				<b>Comments</b>
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.	Cllr Leese (Leader)  Cllr Richards (Exec Member for Housing and Regeneration)	Louise Wyman	
Skills and Adult Education	<p>To understand the demand and supply of skills &amp; adult education in the City, where the skills shortages and challenges are and how national &amp; regional policy &amp; commissioning and local delivery responds to these opportunities and challenges.</p> <p>This will include:-</p> <p>Context, Policy and Strategy overarching report setting out labour market and skills demand in the City; qualification &amp; skill levels of Manchester residents; recent national policy, skills and funding announcements, GM policy and commissioning and delivery of the Manchester Adult Education &amp; Skills Plan.</p> <p>Industry Labour Market &amp; Skills Intelligence - an analysis of the digital and technical skills requirements in the GM Labour Market by key sectors with a focus</p>	Cllr Rahman (Exec Member for Skills, Culture and Leisure)	<p>Angela Harrington</p> <p>Gemma Marsh /Nichola Wallworth GMCA</p> <p>Julie Rushton (MAES)</p> <p>Lisa O'Loughlin John Thornhill (LTE Group)</p>	

	<p>on digital &amp; how GMCA policy &amp; commissioning will respond</p> <p>Manchester Adult Education and Skills service update on last academic year including performance and outcomes, the impact of Covid on MAES learners, the issues it has raised and how the service has responded to date and adapt in the future</p> <p>The Manchester College – To receive a presentation from the Manchester College on progress, performance and learner outcomes for the last academic year, including the challenges and issues raised by Covid and how the College has responded. The presentation will also include an update of the College's estates strategy and the development of the curriculum offer that underpins it and the delivery by other parts of the LTE group to Manchester residents</p>			
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Mike Williamson	

**Thursday 11 March 2021, 10.00am  
(Report deadline Monday 1 March 2021)**

				Comments
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	N/A	Mike Williamson	

**Themes identified at the Committee's 2020/21 Work Programme setting meeting  
(Items highlighted in grey indicate that these have been included in the work plan of one of the above meetings)**

Theme	Tentative Date of meeting
<p><b>Manchester Airport</b></p> <p>To include information on addressing the economic recovery of the Airport whilst tackling the Climate Emergency</p>	<p>Post Nov 2020</p>
<p><b>Building Back Better</b></p> <p>To include information on:-</p> <ul style="list-style-type: none"> <li>• A clearer understanding of what the Council's levers are and the options available to the Council</li> <li>• The use of levers to deliver a fairer society, better/higher skilled jobs, better pay and green economy</li> <li>• Addressing inequalities, linked to Economy Dashboard</li> </ul>	<p>Post Nov 2020</p>
<p><b>Digital Economy and the Impact of COVID19 on how the City operates</b></p> <p>To include information on:-</p> <ul style="list-style-type: none"> <li>• The Digital Economy and the development of a Digital Strategy</li> <li>• Review of office space in the city and implications of COVID19 in businesses/employees returning to work</li> <li>• Review of the next employment sectors at risk of de-labourising and interventions to re-skill people in advance</li> <li>• Automation and technology in the workplace and implications for employment opportunities</li> </ul>	<p>Post Nov 2020</p>
<p><b>Transport</b></p> <p>To include information on:-</p>	<p>Post Nov 2020</p>



<ul style="list-style-type: none"> <li>• City Centre Infrastructure issues and aspirations for long term transport investment</li> <li>• Bus Franchising</li> </ul>	
<p><b>Outcomes of the THINK report recommendations</b></p> <p>To include a review of the impact of the recommendations within the THINK report with an opportunity to hear directly from residents on how they have been affected</p>	Post Nov 2020
<p><b>Manchester College</b></p> <p>To include an update from the Manchester College on its performance and how it is recovering from the impact of COVID19</p>	Post Nov 2020
<p><b>Work and Skills</b></p> <p>To include details around the assistance provided to BAME communities impacted by COVID19 in developing skills for employment opportunities and assistance to small businesses impacted by COVID</p>	Post Nov 2020

Previous Items identified by the Committee to be scheduled (New items added in blue)				
Theme – Strategic Regeneration				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Outcome of the consultation with stakeholders in relation to the proposed Housing Affordability Zones	To receive a report on the outcome of the consultation with stakeholders on the four proposed Housing Affordability Zones	Councillor Richards (Exec Member for Housing and Regeneration)	Louise Wyman	See November 2017 minutes
Northern Gateway	To receive an update on the progress and outline anticipated wider social and economic benefits to North Manchester from the development that has been made with the Northern Gateway since the last time it was considered by the Committee	Cllr Leese (Leader)  Cllr Richards (Exec Member for Housing and Regeneration)	Louise Wyman Ian Slater	
Theme – Transport and Connectivity				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Bus Franchising	To receive an update on the Greater	Cllr Leese	Pat Bartoli	

update	Manchester Mayors proposals to franchise the regions bus service impact this will have on the city's economy			
<b>Theme - Skills development for Manchester residents aged 16 and over.</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Higher Education provision and its impact on the City's economy	To be determined	Cllr Rahman (Exec Member Skills Culture and Leisure)	Angela Harrington	
Hospitality and Tourism skills gap	To receive report on the issue around skills challenges within the hospitality and tourism sector	Cllr Rahman (Exec Member Skills Culture and Leisure)	Pat Bartoli Angela Harrington	See November 2017 minutes
<b>Theme – Growing the Manchester Economy</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Lead Officer</b>	<b>Comments</b>
Business Survival rates and the impact on the economy	To receive a report that details the survival rate of new start up business within the city and the economic impact to the city when these businesses fail	Councillor Leese	Mark Hughes (The Growth Company) Louise Wyman Pat Bartoli Angela Harrington	
City Centre Business Engagement	TBC	Councillor Leese	Pat Bartoli Louise Wyman	

Theme - Miscellaneous				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Our Manchester Strategy re-set	To receive a report that details the findings from the engagement process on the re-set of the Our Manchester Strategy	Cllr Leese (Leader)	Louise Wyman David Houliston	
Outcome of the findings from the Tyndall Centre for Climate Change Research	To receive a report in regards to what is needed to be achieved at Manchester Airport to address carbon emissions	Councillor Stogia	TBC	TBC