



## **Health Scrutiny Committee**

Date: Tuesday, 12 January 2021  
Time: 2.00 pm  
Venue: Virtual Meeting - Webcast at -  
<https://vimeo.com/event/553480>

**There will be a private meeting for Members only at 2pm Monday 11 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 Health Scrutiny Committee**

**Councillors** - Farrell (Chair), Nasrin Ali, Clay, Curley, Doswell, Hitchen, Holt, Mary Monaghan, Newman, O'Neil, Riasat and Wills

## 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 1 December 2020.

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**5. COVID-19 Update - To follow**

**6. Budget Options for 2021/22 - To follow**

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

Report of the Executive Director of Adult Social Services and Director of Public Health

13 - 26

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*.

**8. Overview Report**

Report of the Governance and Scrutiny Support Unit

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The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and items for information. The report also contains additional

information including details of those organisations that have been inspected by the Care Quality Commission.

## 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 Health Scrutiny Committee has responsibility for reviewing how the Council and its partners in the NHS deliver health and social care services to improve the health and wellbeing of Manchester residents.

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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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 **Monday, 4 January 2021** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension, Manchester M60 2LA

## Health Scrutiny Committee

### Minutes of the meeting held on 1 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 Farrell – in the Chair  
Councillors N. Ali, Clay, Curley, Doswell, Hitchen, Holt, Mary Monaghan, Newman O'Brien and Wills

**Apologies:** None received

**Also present:**

Councillor Craig, Executive Member for Adults, Health and Wellbeing  
Nick Gomm, Director of Corporate Affairs, Manchester Health and Care Commissioning (MHCC)  
Dr Manisha Kumar, Executive Clinical Director MHCC  
Naomi Ledwith, Director of Commissioning, NHS Trafford CCG  
Veronica Devlin, Chief Transformation Officer, MFT  
Sara Fletcher, Head of Reform for Delivery, MHCC  
Dr Peter Fink, GP & Clinical Lead for Urgent Care, MHCC  
Kaye Hadfield, Urgent Care Reform Manager, MHCC  
Cathy O'Driscoll, Associate Director of Commissioning, NHS Trafford CCG  
Siân Goodwin, Urgent Care Reform Co-ordinator  
Fiona Meadowcroft, Deputy Director of Strategy MHCC  
Deborah Partington, Executive Director of Operations, GMMH  
Adam Young, Associate Director of Operations, GMMH  
Dr Sarah Follon, Ancoats Urban Village Medical Practice

### **HSC/20/46                      Urgent Business – World Aids Day**

The Chair introduced an item of urgent business by inviting Councillor Wills, LGBT Men's Lead to address the Committee on the subject of World Aids Day.

Councillor Wills stated that the George House Trust had organised a World AIDS Day online vigil to remember people lost to HIV, show solidarity with people living with HIV around the world and commit to challenging HIV stigma and discrimination.

Councillor Wills encouraged all Members to attend the vigil at 7pm on Tuesday 1st December and stated he would recirculate the information and link. He further encouraged Members to donate to Passionate about Sexual Health (PaSH) Partnership, a collaboration between BHA for Equality, George House Trust and the LGBT Foundation. The PaSH Partnership worked to deliver a comprehensive programme of interventions to meet the changing needs of people newly diagnosed with HIV, living longer term with HIV or at greatest risk of acquiring HIV.

Members were reminded that Manchester was a Fast Track City that was working to ending new cases of HIV within a generation.

The Executive Member for Adults, Health and Wellbeing paid tribute to all clinicians and the Voluntary Community and Social Enterprise (VCSE) sector for their work in this important area and stated that she fully supported the virtual vigil.

### **Decision**

To note the update and support the virtual vigil.

### **HSC/20/47            Minutes**

#### **Decision**

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

### **HSC/20/48            COVID-19 Update**

The Committee considered a report of the Director of Public Health that described that in October the Committee had received the latest version of the Manchester 12 Point COVID-19 Action Plan. This report and accompanying presentation provided a brief update on some aspects of the Plan, including Targeted Testing at Scale and the Manchester Mass Vaccination Programme,

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

- Welcoming the reported improvements in infection rates, however the need to be mindful that infection rates were still high and COVID-19 remained a threat;
- The public needed to continue to observe Public Health advice and guidance to reduce the risk of infection;
- How many critical care hospital beds were occupied by COVID-19 patients;
- Were there concerns regarding the potential impact on infection rates in the New Year following the relaxation of restrictions over the Christmas period;
- What work was being done with the student population to avoid a spike in cases when students return to Manchester in January;
- Welcoming the introduction of mass testing and what was the anticipated timescales; and
- Noting that communities often crossed borders within Greater Manchester as assurance was sought that all residents would be offered a vaccine.

The Director of Public Health reiterated the message that all residents needed to consider their personal risk when considering their options during the Christmas period. He said it reminded essential that everyone continued to observe the Public Health messages to mitigate the risk of further infections.

In response to the specific question regarding students, the Director of Public Health stated that the local Public Health team continued to work closely with the local Universities and they continued to make representations to Government to ensure students were tested prior to their return to Manchester to prevent another outbreak, similar to that what was experienced in October. He said that this was important as the focus and priority in the new year should be to focus resources on the roll out of the vaccination. He said that despite this the testing sites at the Universities would be retained and Universities would continue to be supported to digest national guidance and formulate plans and strategies that could be clearly communicated.

The Director of Public Health stated that at the time of reporting the number of critical care hospital beds occupied by COVID-19 patients was 46 and that he would circulate further data on this following the meeting.

Regarding vaccination, the Director of Public Health stated that priority groups would be vaccinated by Easter 2021, with the remaining adult population vaccinated by summer 2021. He described that all of the Greater Manchester authorities would work together to progress this programme in line with national guidance to ensure a consistent delivery.

The Executive Member for Adults, Health and Wellbeing stated that the decline in the infection rate was as a result of the determination and sacrifice of the residents of Manchester. She expressed that caution was required over Christmas to avoid a further spike in cases in the New Year and that communications and messaging regarding household mixing over Christmas needed to be explicit and unambiguous.

The Executive Member for Adults, Health and Wellbeing paid tribute to the Public Health Team and the Universities for responding to the outbreaks within the student population in the absence of national guidance.

## **Decision**

The Committee notes the report.

## **HSC/20/49                      Urgent and Emergency Care by Appointment**

The Committee considered a report of the Director of Commissioning NHS Trafford Clinical Commissioning Group that updated Members on the urgent care changes happening in Manchester in line with Greater Manchester (GM) and national strategy.

The main points and themes within the report included: -

- In response to Covid-19, there was a refresh of the GM Urgent Emergency Care (UEC) priorities, which included a 'UEC by Appointment' model to reduce the risk of crowding within Emergency Departments (ED) with the principal aim of reducing the number of self-presenter attends by 25%;
- Proving a description of the various elements of the programme that comprised of:
  - NHS 111 First

- Streaming at the Front Door
- Clinical Assessment Service
- Virtual Clinical Hub
- Urgent bookable appointments
- Describing progress to date; and
- Next steps.

Dr Manisha Kumar, Executive Clinical Director MHCC provided the Committee with an oral update on the Walk In Centre located in the city centre. She described that this facility was co-located in Boots and due to the available space and the numbers of people attending changes were required to ensure it remained COVID safe. She described that a Talk Before You Walk model would be introduced to manage patient flow at the site and minimise the risk of COVID infection. She described that a facility would still be provided for the most vulnerable patients to present and wait for treatment. The Chair thanked Dr Kumar for the update and commented that the Committee would consider scheduling an update on this issue for a future meeting.

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

- The Committee had always advocated for the provision of Walk In Centres across the city and had vigorously opposed the closure of these, noting that the consequence of this would be an increase in presentations at Emergency Departments;
- Would Emergency Departments still have to comply with national waiting time targets;
- The model was predicated on an effective NHS111 service and what had been done to support and adequately resource this service;
- What consideration had been given to ensure the service was inclusive and accessible to all, including those for whom English was not their first language;
- Noting the difficulties some patients experienced accessing Primary Care it was understandable that many patients resorted to attending Emergency Departments in the knowledge that they knew they would receive treatment;
- Whilst recognising the need to introduce measures to ensure patient safety during COVID-19 was it anticipated that this model would continue post COVID;
- Noting the importance of assessments being undertaken by clinicians to ensure the most appropriate patient care pathway was identified;
- To ensure the safe and appropriate transfer of care it was important that patient records were accessible across the various health services;
- What was the initial feedback on the Clinical Assessment Service that went live on the 4 November 2020; and
- How was this change being communicated to the general public.

The Director of Commissioning, NHS Trafford CCG responded to questions and comments by advising the Members that initial analysis of the Clinical Assessment Service had been positive with no issues or complaints identified. In response to access she described that Equality Impact Assessment workshops would continue to convene to consider access and develop and refine targeted communication campaigns.



The Urgent Care Reform Co-ordinator stated that a 'soft' national advertising campaign had been launched and the local message was designed to complement the national campaign. She explained that engagement with various community groups had been planned and would be reviewed to ensure this method was appropriate and effective.

The Chief Transformation Officer, MFT advised that Emergency Departments would still have to comply with national waiting time targets and the new system was designed to relieve pressure on Emergency Departments; allow for more effective management and staffing; manage patient flow and ensure that patients received the most appropriate care by the service best equipped to deal with their health needs in the most appropriate setting. She advised that all patient assessments would be undertaken by a clinician to manage risk and safety. She explained that if a patient was referred to Primary Care an appointment would be made for the patient. She further described that such referrals would be monitored and reported and any 'Did Not Attends' would be followed up.

The Executive Clinical Director MHCC stated that during COVID-19 Primary Care had continued to deliver services to patients and how this had been achieved in the context of the pandemic had been recently reported to the Committee.

The Chief Transformation Officer, MFT stated that national discussions around improving Emergency Departments had been ongoing for many years and was an element of the NHS Long Term Plan, however COVID-19 and the need to ensure patient safety at this time had prioritised the issue. She described that there were many valid clinical reasons for introducing the changes and stated that some aspects of the changes would remain post COVID. She stated that at an appropriate time a review of the model would be undertaken to understand lessons learned and this would include the views of patients. The Chair commented that the Committee would request a further update on this subject at an appropriate time.

The Director of Commissioning, NHS Trafford CCG acknowledged the comment regarding the need to improve integrated IT systems and record sharing across services and she advised the Committee that this work was ongoing.

In response to specific concerns raised by Members the Committee was advised that no patient would be turned away from an Emergency Departments if they required urgent care, including those patients who self-presented. In response to comments made the Committee were informed that the new model was designed to improve patient care and was not driven by cutting costs or staff.

Members were further informed that additional staff had been recruited and trained to deliver the NHS 111 service. The Chair stated that an update report on the NHS 111 service would be scheduled for consideration at a future meeting.

The Executive Member for Adults, Health and Wellbeing described her recent personal experience of accessing emergency care during the pandemic and stated that it had been very positive. She further supported the call for an update report on the implementation of the new model and suggested that this would be most appropriate post COVID.

The Executive Member for Adults, Health and Wellbeing further recognised the importance of Primary Care and the role that they would play in the delivery of the COVID-19 vaccination programme that was planned.

The Executive Member for Adults, Health and Wellbeing concluded by paying tribute to all health professionals and staff delivering services on behalf of the residents of Manchester.

## **Decisions**

The Committee;

1. Note the report;
2. Recommend that a report on the delivery of services at the city centre Walk In Centre be submitted for consideration at an appropriate time; and
3. Recommend that a report on the delivery of the NHS 111 Service be submitted for consideration at an appropriate time.

## **HSC/20/50                      Mental Health Services and COVID-19**

The Committee considered a report of the Greater Manchester Mental Health NHS Foundation Trust (GMMH) that described the organisational response to the COVID-19 pandemic and the steps taken to sustain services throughout the initial lockdown period and then develop a sustainable model of provision. Steps taken to forward plan the changing demand and impact on services as a consequence of the pandemic were also presented with a surge predicted to coincide with the autumn and winter months.

The main points and themes within the report included: -

- Providing an introduction and an overview of national guidance;
- Describing the GMMH COVID-19 Governance Arrangements;
- Information on the Recovery Planning Group;
- Information on the work of the Physical Healthcare and Infection Prevention and Control workstream;
- A summary of the work of the Service Users and Carers workstream;
- A summary of the work of the Workforce workstream;
- Information on Demand and Capacity Planning;
- Information on Community Activity;
- Information on Crisis Response;
- The response to Student Mental Health;
- Winter Planning;
- Infection Prevention and Control;
- Vaccination; and
- Lateral Flow Testing.

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

- What work had been undertaken with local universities to support the local student population;
- How was this specific work with students communicated;
- Welcoming the extended 24/7 crisis helpline and did this link in with other services such as Child and Adolescent Mental Health Services (CAMHS);
- Noting the IAPT (Improving Access to Psychological Therapies) service reported as providing increasingly efficient access and as a result the service had reduced secondary waits throughout Manchester by over a 1000 clients, what percentage of clients did this represent;
- What work was being done to improve the transition from Children's Services to Adult Services;
- Noting the anticipated long-term impact of COVID-19 on mental health what comparisons could be made with other periods of economic downturn;
- Has there been an increase of people with mental health issues presenting at Accident and Emergency Departments; and
- Noting the increase in digital access to services, could people still access face to face services and support.

The Executive Director of Operations, GMMH informed the Members that the service for students had been established pre COVID-19 and had been established using the GM Transformation fund. She described that teams were established at each University and the number of referrals to this service had increased and staff had been deployed to support this service. The Deputy Director of Strategy MHCC further added that COVID-19 had highlighted the need to improve access to this service and Commissioners across Greater Manchester were looking at this using the lessons learned.

The Associate Director of Operations, GMMH stated that the 24/7 crisis helpline was open to all age groups and not restricted to mental health. He advised that the helpline could sign post to other services and offer advice on other issues such as substance misuse, NHS 111 and CAMHS.

The Associate Director of Operations, GMMH stated that he would circulate the details of the percentage of clients the reduction in secondary waits for IAPT services represented. He further confirmed that clients could still access face to face services, subject to COVID safe requirements and this was in addition to the provision of virtual services.

In response to the specific question regarding CAMHS and the transition to Adult Services the Executive Director of Operations, GMMH advised that work was ongoing to develop standards and protocols and commented that during COVID-19 teams across services had responded positively and collaboratively to ensure continuation of care and support.

In response to the numbers of patients with mental health issues presentation at Emergency Departments the Associate Director of Operations, GMMH informed the Committee that in the initial stages of the pandemic the incidents of this dramatically

reduced, however the number was beginning to increase again. He added that the Trust was working closely with Acute Services to address this.

The Executive Director of Operations, GMMH informed the Committee that the long term impact of COVID-19 continued to be modelled and analysed, noting that this was comparable to periods of economic recessions and the impact on mental health would be felt for at least two years to come. She stated that Greater Manchester was engaging with NHS England to ensure appropriate funding was secured to continue to deliver mental health services.

The Executive Member for Adults, Health and Wellbeing called upon the government to adequately fund mental health and wellbeing services in Manchester. She further paid tribute to all staff delivering mental health services.

### **Decision**

The Committee note the report and welcome the steps taken by GMMH to support the strategic objectives of the City Council to address local need throughout the pandemic

### **HSC/20/51                      Overview Report**

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

### **Decision**

To note the report and agree the work programme.

**Manchester City Council  
Report for Information**

**Report to:** Health Scrutiny Committee – 12 January 2021

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

**Report of:** Executive Director of Adult Social Services and Director of Public Health

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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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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 consider by Children and Young People’s Scrutiny Committee; Communities and Equalities Scrutiny Committee; Economy 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:** Health Scrutiny Committee – 12 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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**Wards Affected:** All

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### **Contact Officers:**

Name: Lee Walker  
Position: Scrutiny Support Officer  
Telephone: 0161 234 3376  
E-mail: l.walker@manchester.gov.uk

### **Background document (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.

There are currently no recommendations outstanding.

## 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.

Decisions that were taken before the publication of this report are marked \*

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Carers Strategy (2019/08/22A)	Allocation of Our Manchester Funding to support the Our Manchester Carers Strategy over a period of two years.	Executive	16 October 2019	Report to the Executive	Zoe Robertson z.robertson@manchester.gov.uk

**Subject**                    **Care Quality Commission (CQC) Reports**  
Contact Officers        Lee Walker, Scrutiny Support Unit  
Tel: 0161 234 3376  
Email: l.walker@manchester.gov.uk

Please find below reports provided by the CQC listing those organisations that have been inspected within Manchester since the Health Scrutiny Committee last met:

There are no updates to report since the Committee last met.

**Health Scrutiny Committee  
Work Programme – January 2021**

<b>Tuesday 12 January 2021, 2pm</b>				
<b>Item</b>	<b>Purpose</b>	<b>Lead Executive Member</b>	<b>Strategic Director/ Lead Officer</b>	<b>Comments</b>
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 Craig	David Regan Bernadette Enright Simon Finch	
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)	Bernadette Enright	
COVID-19 Update	This report will provide an update to the Committee on activity relating to public health and adult social care in response to COVID-19.	Cllr Craig	David Regan Bernadette Enright	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee’s work programme and items for information. The report also contains additional information including details of those organisations that have been inspected by the Care Quality Commission.		Lee Walker	

<b>Tuesday 9 February 2021, 2pm (Report deadline Thursday 28 January 2021)</b>				
Item	Purpose	Lead Executive Member	Strategic Director/ Lead Officer	Comments
COVID-19 Update	This report will provide an update to the Committee on activity relating to public health and adult social care in response to COVID-19.	Cllr Craig	David Regan Bernadette Enright	
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 Craig	David Regan Bernadette Enright Simon Finch	
Overview Report			Lee Walker	

<b>Tuesday 9 March 2021, 2pm (Report deadline Thursday 25 February 2021)</b>				
Item	Purpose	Lead Executive Member	Strategic Director/ Lead Officer	Comments
COVID-19 Update	This report will provide an update to the Committee on activity relating to public health and adult social care in response to COVID-19.	Cllr Craig	David Regan Bernadette Enright	
Overview Report			Lee Walker	

<b>Items to be Scheduled</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Care Workers and the Care Sector	To receive a report on the work undertaken to improve wages and conditions within the care sector.	Cllr Craig	Bernadette Enright	
Addressing Health Inequalities	Noting the disproportionate impact that COVID-19 had on BAME citizens, vulnerable residents and areas of socio-economic deprivation, to receive a report on the work undertaken to address these health inequalities. This report is to include an update of the work of the Neighbourhood Teams.	Cllr Craig	David Regan / Bernadette Enright / Nick Gomm	
NHS 111 Service	To receive a report on the delivery of the NHS 111 Service. This report is to include specific reference to the activities to support the delivery of the Urgent and Emergency Care by Appointment model.	Cllr Craig	Nick Gomm	
Urgent and Emergency Care by Appointment	To receive an update report, post COVID on the Urgent and Emergency Care by Appointment model. This report with include any evaluation of the service following its implementation in December 2020..	Cllr Craig	Nick Gomm Sian Goodwin	Previously considered at the meeting of 1 Dec 2020.
City Health Walk-in Centre and COVID-19	To receive a report on the delivery of services provide at the Walk In Centre located within Boots the Chemist, Cross Street, Manchester.	Cllr Craig	Nick Gomm Dr Kumar	