



Neighbourhoods and Environment Scrutiny Committee

Date: Wednesday, 13 January 2021
Time: 2.00 pm
Venue: Virtual Meeting - Webcast at -
<https://vimeo.com/event/553496>

There will be a private meeting for Members only at 11am 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 Neighbourhoods and Environment Scrutiny Committee

Councillors - Igbon (Chair), Azra Ali, Appleby, Butt, Flanagan, Hassan, Hughes, Jeavons, Kilpatrick, Lynch, Lyons, Razaq, Sadler, Strong, Whiston, White and Wright

Agenda

- 1. Urgent Business**
To consider any items which the Chair has agreed to have submitted as urgent.
- 2. Appeals**
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.
- 3. Interests**
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.
- 4. Minutes** 5 - 12
To approve as a correct record the minutes of the meeting held on 2 December 2020.
- 5. Neighbourhoods Directorate Budget Proposals 2021/22** 13 - 26
Report of the Strategic Director (Neighbourhoods)

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. Homelessness Directorate Budget and Savings Options 2021/22** 27 - 44
Report of the Director of Homelessness

This report provides the high level budget context and priorities for Homelessness across 2021/22 and the feedback from the budget conversation, which has been used for the development of savings options 2021/22 and investment requirements to fund population driven and other budget pressures.
- 7. Our Manchester Strategy Reset - Draft Strategy** 45 - 58
Report of the Strategic Director (Neighbourhoods)

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. Manchester Green and Blue Strategy and Implementation Plan 59 - 110

Report of the Strategic Director, Development

This report provides the annual update on the delivery of the Green and Blue Implementation Plan together with information on the delivery of the Tree Action Plan.

9. Monitoring and Compliance - Construction Sites 111 - 124

Report of the Strategic Director (Neighbourhoods), the Director of Planning, Building Control and Licensing and the Head of Compliance, Enforcement and Community Safety

The report provides information requested by Members on a range of activities relating to the monitoring and compliance of construction sites.

10. Overview Report 125 - 132

Report of the Governance and Scrutiny Support Unit

This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.

Information about the Committee

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

The Neighbourhoods and Environment Scrutiny Committee has responsibility for looking at how the Council and its partners create neighbourhoods that meet the aspirations of Manchester's citizens.

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
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Further Information

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

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This agenda was issued on **Tuesday, 5 January 2021** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension, Manchester M60 2LA

Neighbourhoods and Environment Scrutiny Committee

Minutes of the meeting held on 2 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 Igbon – in the Chair
Councillors Azra Ali, Appleby, Butt, Flanagan, Hassan, Hughes, Jeavons, Kilpatrick, Lynch, Lyons, Whiston, White and Wright

Apologies: Councillor Razaq

Also present:

Councillor Akbar, Executive Member for Neighbourhoods
Councillor Rahman, Executive Member for Skills, Culture and Leisure
Jo Walby, CEO, Mustard Tree
John Ryan, Hub Manager, Shelter

NESC/20/51 Minutes

Decision

To approve the minutes of the meeting held on 4 November 2020 as a correct record.

NESC/20/52 Homelessness Update

The Committee considered the report of the Director of Homelessness that provided an update on the work that was taking place to tackle homelessness and rough sleeping in the city.

The main points and themes within the report included: -

- The numbers of homeless presentations by month in 2020;
- Number of homelessness presentations by recorded area of where the applicant presented from;
- Data on the number of Section 21 and Evictions;
- An overview of the Housing Solutions Service;
- Facilities to support and accommodate Homeless People;
- Voluntary sector providers who support homeless people with accommodation and other services;
- An update on the Bed Every Night scheme;
- Describing the 2020/2021 Cold Weather Plans
- 'Everyone In' - accommodation during the Covid Crisis update;

- Next Steps Accommodation Programme (NSAP) overview;
- Rough Sleeping Accommodation Programme (RSAP) overview;
- Information on the 'Protect Programme', a new scheme to help protect some of the most vulnerable people in our communities from COVID-19;
- Inspections of Temporary Accommodation information;
- The length of time people stayed in temporary accommodation; and
- Information on the work of the Homeless Partnership and Prevention Work.

The Committee heard from Jo Walby, CEO, Mustard Tree and John Ryan, Hub Manager, Shelter who had been invited to the meeting to discuss their experience of responding to homelessness in Manchester.

Jo Walby provided an overview of the history and work of Mustard Tree, describing that they aimed to combat poverty; support the homeless and offer support around training and employment. She stated that during the pandemic they had used their furniture vans to deliver food to vulnerable and shielding residents. She described that they had worked closely with Officers from the Council to coordinate this activity. She said that Mustard Tree also offered support to those that were digitally excluded to access welfare benefits and other means of support.

Jo Walby described that they had experienced an increased number of people seeking advice and support on the issue of debt and Mustard Tree were using the Hardship Fund that they had available to pay off rent arrears and avoid evictions. She commented that issues of mental health, addiction and relationship breakdown were all contributing to the issue of homelessness within the city, noting that funding cuts had been experienced in drug and alcohol services and she called upon the Government for an equality of funding for these services. She commented that she predicted that there would be an increase in homelessness in the new year.

Jo Walby paid tribute to the Homelessness Team within Manchester City Council and when asked what the Council could do to support the work of Mustard Tree she stated that the issue of eradicating homelessness should be a high priority for the Council and the Planning Policy, and all other available Council strategies should prioritise addressing homelessness.

John Ryan, Hub Manager, Shelter provided an overview of the service that Shelter provided that included offering advice on debt; welfare benefits; housing and homelessness. He described that Shelter had experienced a significant increase in the number of people accessing the service, especially on the issue of homelessness and the threat of homelessness.

John Ryan described the work of Inspiring Change Manchester, a programme that had been established to make sure that when the most vulnerable people did seek help in a crisis, there was no 'wrong door' and that agencies could work together to put in place the support needed, no matter what the first point of contact. He explained that this had been designed with the voice of people who had lived experience of multiple needs.

John Ryan stated that the reasons for people approaching Shelter for advice was varied and included debt, rent arrears, domestic violence and young people having to

leave the family home. He stated there were difficulties experienced by people accessing homeless accommodation, especially women and young single people without high need. He further described that loneliness and mental health were significant contributing factors.

When asked what the Council could do to support the work of Shelter, John Ryan stated the need and importance of building affordable homes at scale, adding that this would also support the ability to move families on from temporary accommodation to more appropriate housing. He further called for an immediate end to the Right to Buy scheme to protect the availability of affordable homes. He called for adequate funding for services, including the Entrenched Rough Sleeper Service and Housing First. He described that the reduction and cuts to those services designed to support vulnerable people had a significant impact on their mental and physical health, which eventually placed increased pressure on services and contributed to the increased numbers of homeless.

John Ryan stated that he also predicted an increase in the numbers of homeless in the new year period when it is expected that the suspension of the ability of private landlords to issue a Section 21 (Notice to Quit) is lifted. In response to a question from a Member he stated that Discretionary Housing Payments had prevented many people becoming homeless in the Private Rented Sector.

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

- Noting that debt was a major contribution to homelessness and there was an increase in the number of people who were working homeless and sleeping in cars;
- Calling for an increase in the provision of affordable homes in Manchester;
- What provision is available to those entrenched rough sleepers who may have previously refused assistance by services;
- Had Discretionary Housing Payments contributed to reducing rent arrears and subsequent evictions and what would be the implications if this were to be removed;
- Noting the potential increase in Section 21 notices being issued by Private Landlords following the temporary suspension the role of the Housing Solutions Service was important;
- Requesting an update report on the revised Housing Allocations Policy that had previously been reported to the Committee;
- Noting that giving food and money directly to people who were sleeping rough was an understandable and immediate response by people who witnessed a person sleeping rough, however this was not the most appropriate way to resolve homelessness, how could citizens wishing to help best support them;
- Requesting a further breakdown by reason on the figures presented that detailed the number of homeless presentations;
- Requesting that in future update reports submitted to the Committee comparative annual data on the numbers housed in temporary homeless accommodation should be reported;
- What was being done to move people on from temporary accommodation;
- Welcoming the reported activities to support people access substance misuse and mental health services;

- Recognising that short term funding streams to address homelessness impeded the ability to plan and deliver services long term;
- Who should the public contact out of office hours to seek support for someone they discover rough sleeping;
- Noting that despite a manifesto promise the government had failed to address the issue of homelessness and had failed to fund local authorities appropriately;
- Requesting further details on the findings from the inspections of temporary accommodation, including details of any hazards identified;
- What support was available to people who were homeless but had no recourse to public funds; and
- Would Manchester continue to contribute to the funding of the Bed Every Night service.

The Director of Homelessness described that the Homelessness Service discharged the statutory duty of the local authority in regard to homelessness, however it was recognised and understood that a wider 'safety net' for the homeless and those at risk of homelessness was required. He stated that the service was a member of the wider Homeless Partnership that consisted of public, private, charity, faith sector, education and voluntary sector organisations that was detailed within the report.

The Director of Homelessness described that Manchester provided a Cold Weather Provision that was above the statutory requirement, commenting that this provision allowed for services to engage with people in a meaningful manner and work to stopping them returning to the streets. He described that the Homeless Service approach, and the challenge he has given the service is to look at outcomes rather than process as the method of delivering improved outcomes for those people in Manchester experiencing homelessness.

The Director of Homelessness informed the Committee that the dedicated Section 21 team had Officers with specialist knowledge of this area of tenancy law and had been successful in challenging notices that had been issued incorrectly by landlords. He stated that this engagement with landlords had allowed officers the opportunity to negotiate with landlords on behalf of the tenant to maintain the tenancy or work with the tenant to find alternative solutions and prevent homelessness. He stated that they were looking to retain this service within the budget considerations. He further informed the Members that conversations were ongoing with the Combined Authority around the issue of the future funding arrangements of the Bed for every Night (ABEN) scheme.

The Director of Homelessness acknowledged the comment made regarding the immediate response to offer a homeless person food or money; however, this was often counter productive. He advised that residents wishing to support homeless people should contribute to the many different charities offering practical help and support to the homeless in Manchester and he made reference to the Big Change Manchester campaign and day of action campaigns to raise awareness of this issue.

In response to the question relating to those homeless people without recourse to public funds, they would be directed to charitable organisations for advice and support.

In response to the question regarding out of hours contacts, the Director of Homelessness informed the Members that after 8pm the contact number was diverted to the Longford Centre provision, this could also be diverted to the Women's Direct Access Centre as appropriate. The Chair requested that contact details should be circulated to the Members following the meeting.

The Director of Homelessness further commented that the information as to the reasons for presentations and information relating to the inspection of temporary accommodation would be provided, commenting further that people placed in temporary accommodation were provided with the details of a dedicated officer.

In regard to a specific request from a Member for further information on the Protect Programme that was referenced within the report, the new scheme to help protect some of the most vulnerable people in our communities from COVID-19, the Chair requested that this information is provided by Officers to the Member following the meeting.

The Strategic Lead for Homelessness did advise that the Protect Programme was designed to work with people who sleep rough who were entrenched, and this work was being supported by dedicated social workers and mental health workers to provide a wrap around service. She further described the challenge to plan and deliver innovative schemes and programmes due to the short term funding arrangements provided to local authorities stating that long term funding was required.

The Executive Member for Skills, Culture and Leisure stated that Manchester remained committed to helping and supporting the most vulnerable residents in the city. He stated that the Government had imposed austerity on the city and repeated cuts to enable the delivery of appropriate services. He said that despite the Government's manifesto pledge to address homelessness they had repeatedly failed to fund this action. He stated that he further called upon the Government to support the building at scale of affordable housing to meet the demand.

The Chair concluded this item of business by expressing her appreciation to the invited guests, the Executive Member, all staff working with the homelessness service and the Voluntary Community and Social Enterprise Sector who were working to support the most vulnerable residents in the city.

Decisions

The Committee;

1. Note the report and place on record their appreciation to all staff and volunteers working to tackle homelessness and offer support to the most vulnerable residents within the city.
2. Recommend that the Executive Member for Skills, Culture and Leisure write to the Government to lobby for an adequate funding settlement to support the delivery of work to tackle homelessness.

3. Recommend that the Executive Member for Skills, Culture and Leisure write to all Manchester MPs to raise awareness of this issue and request their support in the lobbying of Government for an adequate funding settlement for Manchester.
4. Recommend that an update report on the revised Housing Allocations Policy be included on the Committee's Work Programme for consideration at the March 2021 meeting.

NESC/20/53 Compliance and Enforcement Service - Performance in 2019/20

The Committee considered the report of the Strategic Director (Neighbourhoods) that provided an update on demand for and performance of the Compliance and Enforcement service during 2019/20.

The main points and themes within the report included: -

- An overview of the teams that make up the Compliance and Enforcement services;
- Information and data on overall demand;
- An update on Proactive Activity;
- A breakdown by ward of the number of fly-tipping cases by month with comparisons against the previous year's figures;
- Information on where the additional investment to tackle fly-tipping had been spent;
- Data by ward on the number and nature of calls to the Out of Hours service during the first Covid-19 lockdown period; and
- Case studies.

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

- Waste and fly tipping in areas of North Manchester remained an issue;
- What work was being undertaken with the Universities to address Anti-Social Behaviour caused by students;
- What action was being taken to address waste generated by HMOs (Houses in Multiple Occupation);
- Further information was sought on the work of the Biffa Investigation Team;
- Data on the types of enforcement action by ward was requested;
- Noting the prevalence of commercial waste, often in district centres and asking what was being done to address this;
- Did Officers engage with Letting Agents when seeking to address issues;
- Clarification was sought on the reported number of prosecutions generated as a result of the 2-year pilot scheme that saw the introduction of 8 overt mobile CCTV cameras and 6 concealed cameras that were deployed across the city to tackle fly tipping;
- Was the money from fines issued following a successful prosecution invested back into the service;

- Issue arose related to terraced properties and the imposition of communal bins as opposed to individual household bins;
- What were the priorities for the service next year;

In response to the questions raised the Head of Compliance, Enforcement and Community Safety explained that the Biffa Investigation Team, in addition to removing fly tipping would seek to identify any persons who were responsible for the fly tipping and using the evidence obtained enforcement action could be taken against those who illegally disposed of their waste.

The Head of Compliance, Enforcement and Community Safety stated that any money from fines was retained by the Treasury, only monies generated through the issuing of a Fixed Penalty Notices and and civil penalty notices could be retained by the local authority.

The Neighbourhood Compliance Manager (Neighbourhoods) addressed the question regarding the rates of prosecutions generated by the investment into CCTV cameras by describing the challenges in obtaining evidence as a result of criminality, however he expected the figures to increase as the judicial system had been delayed due to the impact of the pandemic.

The Head of Compliance, Enforcement and Community Safety stated that a lot of work had been undertaken with landlords of HMO properties around a range of issues, including student behaviour and appropriate waste management and the report provided examples of these. She further stated that the teams would work with all parties to resolve issues, including commercial premises and letting agents and that when appropriate, enforcement action would be taken.

In response to the comments regarding ongoing issues in the Cheetham Hill area the Head of Compliance, Enforcement and Community Safety commented that a lot of targeted work had been delivered in the area in an attempt to resolve the ongoing issues. She acknowledged the comment from the local Member and advised that Officers would contact the Member following the meeting to discuss further.

In response to the question regarding the priorities for the service next year, the Head of Compliance, Enforcement and Community Safety advised that they would be similar to this year with a continued focus on addressing issues of waste and fly tipping, further adding that residents needed to take responsibility for disposing of their waste in an appropriate and responsible manner.

The Head of Compliance, Enforcement and Community Safety stated that the service had responded well during the pandemic and she remained confident that the service would continue to be flexible, working collaboratively with partner agencies to respond to the challenges of the pandemic and any changes announced as the lockdown was eased and Tiers introduced. This includes flexing shift patterns of the LOOH to meet the demands of the service.

The Executive Member for Neighbourhoods stated that he wished to place on record his appreciation to all of the staff working within the various Neighbourhood Teams for all of their continued hard work and dedication to residents during the previous

challenging year. He further stated that target hardening work had been delivered in North Manchester to address fly tipping hotspots and to support this a communication campaign would be delivered. In relation to the issues raised regarding terraced properties he stated that the Passageway Container Service Improvement Programme, as reported to the Committee at their meeting of 7 October 2020 would address the concerns raised by the Member.

Decisions

The Committee;

1. Note the report and express their appreciation to all of the staff working within the various Neighbourhood Teams for their continued hard work and dedication to residents during the previous challenging year.
2. Recommend that post Covid Neighbourhood Teams work with partners, including registered housing providers and local businesses to actively engage with residents and stake holders on the issue of responsible waste management.

[Councillor Appleby declared a personal and non-prejudicial interest as her partner is employed by Biffa.]

NESC/20/54 Overview Report

The 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.

A Member recommended that in addition to the items already scheduled a report be included for consideration at the February 2021 meeting that describes the progress made to date against the Council's Climate Change Action Plan. In addition to this, the report would include details of progress to deliver on the specific actions as prescribed within the Motion that was adopted in July 2019 when the Council declared a climate emergency.

A Member recommended that a progress report on the delivery of the Extension to Selective Licensing Schemes, previously reported to the Committee be considered at the March 2021 meeting.

The Committee endorsed these recommendations.

Decision

To note the report and agree the work programme, subject to the above and noting the decision taken during consideration of a previous agenda item to include an item on the revised Housing Allocations Policy, to be added for consideration at the March 2021 meeting.

Manchester City Council Report for Resolution

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

Subject: Neighbourhoods Directorate Budget Proposals 2021/22

Report of: Strategic Director (Neighbourhoods)

Summary

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

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

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

Recommendations

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

Wards Affected: All

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

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

- Equal Opportunities
- Risk Management
- Legal Considerations

Financial Consequences Revenue

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

Financial Consequences – Capital

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

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Background documents (available for public inspection):

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

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

1.0 Introduction

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

2.0 About the Neighbourhoods Directorate Background and Context

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

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

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

3.0 Neighbourhoods 2020/21 Budget Position

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

Table 1: 2020/21 base budget

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

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

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

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

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

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

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

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

2021/22 Budget Pressures

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

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

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

5.0 2021/22 onwards Savings Proposals

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

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

Budget Savings Proposals

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

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

6.0 Workforce Implications

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

7.0 Equalities

- 7.1 We will continue to ensure that the Council meets its obligations under the Public Sector Equality Duty, building on our successes at fostering good relations between Manchester's communities of identity and maintaining fair and equal access to Council functions. Through ongoing customer monitoring, satisfaction and engagement approaches, we will strengthen and utilise our

growing evidence bases within the Directorate to identify the differential experiences of individual identity groups in Manchester accessing Council services, and proactively respond to make these as fair and equitable as possible.

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

8.0 Risk management

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

9.0 Legal

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

10.0 Conclusion

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

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

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

Manchester City Council Report for Resolution

Report to: Neighbourhoods and Environment Scrutiny Committee – 13
January 2021
Executive – 20 January 2021

Subject: Homelessness Directorate Budget and Savings Options 2021/22

Report of: Director of Homelessness

Summary

As a result of additional demand for services and impact on the Council's income (as set out in the November reports to Executive and scrutiny committees) the Council is facing a significant budget gap for 2021/22 onwards. Funding announcements in the Government's spending review on 25 November and provisional local government finance settlement on 17 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 the high-level budget context and priorities for Homelessness across 2021/22 and the feedback from the budget conversation, which has been used for the development of savings options 2021/22 and investment requirements to fund population driven and other budget pressures.

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

Recommendations

1. The Neighbourhoods and Environment Scrutiny Committee is asked to consider and make recommendations to the Executive on the budget options which are within the remit of this Committee.
 2. Executive are asked to consider the officer cuts and savings options, taking into account the feedback from this scrutiny committee.
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Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

Encouraging commissioned and inhouse services to reduce CO2 emissions and reduce their use of plastics will contribute to a low carbon city. Introducing climate change conversations with homeless people will support them in adopting a low carbon lifestyle.

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	Helping people to stay in their accommodation through prevention work will help them to thrive. Reducing the number of people who are homeless or placing them in appropriate accommodation with help to access employment and learning opportunities will contribute to Manchester becoming a thriving and sustainable city.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Having public, private and voluntary sector organisations working together to help people who have personal insight into homelessness into volunteering and employment will contribute to the objective of having a highly skilled city. Employment breaks the cycle of generational benefit dependency and will encourage children to access school and employment in later life
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Supporting people who are homeless to access employment and accommodation will unlock their potential to help them become independent citizens who contribute to our city. Working with the Homelessness Partnership to ensure that the views of people with personal insight into homelessness influence ways of working.
A liveable and low carbon city: a destination of choice to live, visit, work	Encouraging commissioned and inhouse services to reduce CO2 emissions and reduce their use of plastics will contribute to a low carbon city. Introducing climate change conversations with homeless people will support them in adopting a low carbon lifestyle.

A connected city: world class infrastructure and connectivity to drive growth	Promoting inclusive growth for the benefit all Manchester citizens
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Background documents (available for public inspection):

Not applicable.

1.0 Introduction

- 1.1 The report outlines the financial position and sets out Officer options for savings against Homelessness aligned to the remit of the Neighbourhoods and Environment Scrutiny Committee to help achieve a balanced budget in 2021/22.
- 1.2 The report has been updated to reflect the Comprehensive Spending Review and Financial Settlement for the City Council which have resulted in a reduction in the Homelessness savings target of £0.5m. The City Council's current indicative Medium-Term Financial Plan (MTFP) modelling still includes a £2.335m savings target but provides for the additional resources linked to the ongoing impact of Covid-19 and increased grant allocation of £7.546m as well as increased need of £1.391m, a net increase of £6.602m. Where possible service reductions have been avoided by utilising the investment linked to the Covid-19 response to mainstream services and to create a journey through the service to ensure no one returns to the streets as a result of reduced bed spaces. This includes the protection of Housing Related Support budgets as well as utilising two of the properties currently used to support A Bed Every Night (ABEN). This recognises the reduction in funding for ABEN but protects the sites and retains value for money whilst delivering the outcomes for residents.
- 1.3 In addition, it is proposed to reduce existing discretionary housing payments budget by £1m, this budget sits outside of the Homelessness remit. This has reduced from the previous £1.5m proposed and a detailed report was taken to the December's Resources and Governance Scrutiny meeting outlining the demand for this funding. The Government currently provide £2.538m grant support for discretionary housing payments, and it is proposed that City Council mainstream resource of £1m rather than the original £1.5m, that supplements the Government funding is withdrawn from 2021/22. Although there will still be a significant reduction on the available support to residents at a time when the demand for this support will potentially be increasing, it is anticipated that some of the impact will be mitigated because there have been temporary increases to the Local Housing Allowance Rates, that increases the level of benefit entitlement towards tenants rents, and the £20 increase in universal credit has also led to a reduction in the call on the DHP budgets and that the reduced level of the cut should enable demand to be met.

2.0 Background

- 2.1 Homelessness has been at the forefront of the Council response to Covid-19 and effectively delivered the government's 'Everyone In' programme since its inception, providing accommodation for people sleeping rough in the city. Working with colleagues from the Greater Manchester Combined Authority (GMCA), voluntary sector, internal partners and other local authorities across Greater Manchester, 12 separate venues were secured, mainly within Manchester itself, representing 372 bed spaces, with 277 people who were sleeping rough and who are currently accommodated have been placed by Manchester City Council. This is a significant achievement but has come at

considerable cost with an indicative additional cost in 2020/21 of £7m. Ongoing funding of £7m has been allocated to maintain this provision beyond March 2021 (£6.277m general fund and £0.723m increase in Homelessness Prevention Grant), however as noted in the November Scrutiny report, if costs could be managed for less this will provide mitigation for the level of cuts which need to be made and this is the revised approach which has been taken. The reported Homelessness overspend in Period 7 2020/21 was £5.167m, linked to Covid-19 response.

- 2.2 In the longer-term, greater unknowns include the potential homelessness related economic impact of Covid 19 on individual households, such as unemployment, debt, arrears and home/tenancy loss. There are real risks of increasing homelessness through residents who lose tenancies and/or are no longer able to access affordable housing, so there is a real risk around any potential reductions to preventative or support services as activity levels and increased need could increase exponentially. Presentations in 2019/20 were 9,840, 21% higher than in the previous year. Despite Covid-19 restrictions, presentations from April to September 2020 (Quarter 2) are 4,851 and are expected to increase significantly once the impact of expected increases in unemployment and subsequent evictions are experienced across the City.
- 2.3 The Homelessness budget report for 2020/21 identified the greatest risk to the priorities of the service and the budget strategy is the continuing rise in need and the uncertainty of short-term funding and temporary staffing capacity. These risks have increased due to the impact of Covid-19. A key focus is on cost avoidance through preventing Homelessness and benefits maximisation, any reductions to preventative services will result in increased costs in future years.
- 2.4 Over the last three rounds of budget setting, Homelessness have received a net investment of £9.2m to protect front line services and to invest in preventative measures. However, continually escalating demand is placing critical and constant pressure on the system which is building cumulatively. This is due to the continually growing imbalance between need and the availability of affordable solutions to meet this. This will be exacerbated by the impact of Covid-19, particularly in terms of pent-up demand for homelessness services due to mental health, domestic abuse and the insecurity and unhealthiness of overcrowding and shared accommodation. Therefore, the key solution for Manchester City Council is to take a broader system-wide focus and re-design the system in the city for people in housing need and at risk of homelessness.
- 2.5 The vision for the Homelessness Directorate mirrors the Homelessness Charter vision and the Homelessness Strategy for the City (2018-23) developed with Manchester Homelessness Partnership. The Partnership consists of people with personal insight into homelessness, and organisations working to reduce homelessness and has agreed the following three key priorities:

- Homelessness a rare occurrence: increasing prevention and earlier intervention at a neighbourhood level.
- Homelessness as brief as possible: improving temporary and supported accommodation to be a positive experience.
- Experience of homelessness to be a one-off occurrence: increasing access to settled homes.

2.6 Since August 2019, the Directorate has adopted 4 key aims to focus on and to provide a clear, strategic direction. These are embedded into service plans, will continue to be in the future, and will form the core of the activities for the service in 2021/22. The 4 key aims adopted are:

- Reduce rough sleeping
- Reduce the use of temporary accommodation
- Reduce the cost of temporary accommodation
- Increase prevention

2.7 The 2020/21 business plan and budget recognised the continuing challenge of availability of affordable housing in the city. Welfare Reforms such as the freezing of Local Housing Allowance, the 'bedroom tax', the benefit cap, application of the shared room rate to single households under 35 and a stricter sanctions regime have all contributed to the increase in demand and also the ability of the Directorate to prevent and relieve homelessness. In addition, recent case law relating to the purpose of benefits payments will also make the prevention of homelessness and the rehousing of homeless households in receipt of benefits potentially more difficult.

2.8 The private rented sector has grown significantly in the last decade and rents have increased three times faster than wages nationally. This tenure is increasingly unaffordable for families on low incomes, particularly to households in receipt of Local Housing Allowance. The loss of a private rented tenancy has recently become the prime reason for people who are accepted as statutorily homeless. Work is ongoing with Private Rented Sector landlords to investigate the extent of arrears and provide support to landlords and their tenants to prevent loss of tenancy.

3.0 Budget Strategy

3.1 The overall approach to budget strategy has been to align with the 4 key strategic aims of the service as detailed in 2.6, above and to utilise the investment to maintain frontline delivery in support of these aims, keeping service reductions to a minimum. The budget strategy for Homelessness has been to contain the cost of rising need for temporary accommodation within available resources whilst also prioritising resources towards service developments that will achieve the service's priority to prevent and reduce the incidence of homelessness. This has been supported by significant additional investment from the Council, maximising draw down of Housing Benefit income that the Council can claim and seeking opportunities for accessing external funding.

- 3.2 The greatest risk for the priorities of the service and the budget strategy is the continuing rise in need which is likely to be exacerbated by the impact of Covid-19 and the uncertainty of short-term funding. Primarily, key services designed to deliver homelessness prevention and rapid rehousing, underpinned by time-limited funding are the ones presenting most risk as these have the greatest impact on reducing the use of temporary accommodation and in enabling more housing solutions to reduce the length of people's stay. The 2020/21 budget process allocated £1m of funding to support the key teams at significant risk, the Section 21 team and the Private Rented Sector Team where 33 staff are employed to improve outcomes for people and supporting service priorities.
- 3.3 The number of people and families in temporary accommodation has continued to rise from 1,491 in March 2019 to 1,901 in November 2020. This is following a significant increase over the last few years where numbers in temporary accommodation are now ten times what they were five years ago. Unsupported temporary accommodation (Bed and Breakfast) usage during November averaged 248 households in this form of accommodation - 223 single people and 25 families per night.
- 3.4 Successful management of pressures and risks must be addressed in the context of continually increasing demand and footfall, with over 9,840 households approaching the service in 2019/20. Presentations for April to September 2020 (Quarter 2) are 4,521, with numbers expected to increase in the latter half of the year. Funding for increased need of £0.979m was applied to support the budget position this year as part of the budget setting process for 2020/21 based on estimated growth in demand and assuming increases continued along a trend of 5 properties per week, with a further budget increase of £1.391m allocated for 2021/22.
- 3.5 The Service Transformation Programme will form the core of the approach to tackling and reducing homelessness over the next three years. It will be the framework in which reductions in temporary accommodation and rough sleeping will be achieved through a radical reorganisation of the Homelessness Service and its activities. The programme will focus on five key areas; the strategic vision, redesigning the journey through the system, prevention, accommodation and communication and development.
- 3.6 Several individual projects make up the programme as a whole, addressing each part of the system and redesigning it. Examples of bespoke projects include improving prevention and move-on through more cost-effective enhanced incentives for private landlords to increase the level of property available in order to rehouse households, at lesser cost than expensive and unsuitable temporary accommodation and bed-and-breakfast. The service will work with Early Help, Education Services and Integrated Neighbourhood Teams providing a multiagency/multi-modal prevention response to those households identified as being at risk of homelessness before they hit crisis point and critically before they need to present as homeless.

4.0 Directorate Budget

4.1 The current Directorate budget for 2020/21 is summarised in the table below.

Service Area	2020/21 Gross Budget	2020/21 Net Budget	2020/21 Budgeted Post
	£'000	£'000	FTE
Homelessness	37,914	15,521	270
Homelessness Commissioned Services	5,922	5,922	6

4.2 The budget for 2021/22 by Business Area is provided at Appendix 1. The approved adjustments to the current base budget reflect:

Homelessness Budget	Original Cash Limit	Cash Limit	Savings	Covid-19 Adj	Growth / Other Adj	Cash Limit
Financial Year	2020/21	2020/21	2021/22	2021/22	2021/22	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000
Homelessness Budget	15,285	15,521	0	6,823	2,114	24,458
Homelessness Commissioned Services	5,915	5,922	0	0	0	5,922
Total	21,200	21,443	0	6,823	2,114	30,380

One Off Funding 2020/21

4.3 £2.000m from the Ministry of Housing, Local Government and Communities or Homelessness Service linked to Covid-19 expenditure from July 2020 to March 2021

- £1.700m for the Next Steps Accommodation Programme. This will contribute towards the longer-term offer for those who have been sleeping rough prior to the Government's directive of 'Everyone In' linked to the Covid-19 response. The estimated cost of the rough sleeper offer, including the £500k A Bed Every Night (ABEN) shortfall and additional capacity in the winter months to cover cold weather provision, is £3.7m.

Including ABEN this is 250 bed spaces available each night from July 2020 to March 2021.

- £300k is to be spent on incentives to landlords to secure properties in the private rented sector specifically for people who were rough sleepers and have been provided with accommodation as a result of the Covid-19 response.
- £2.530m Next Steps Capital has been awarded to Manchester City Council and Registered Providers to bring on board an additional 80 bedspaces by 31st March 2021. This is supported by £134k additional revenue per annum from MHCLG.

4.4 Rough Sleeper Initiative funding of £0.724m funds a number of different initiatives and services that work together as an RSI Partnership, with the objectives of preventing people from rough sleeping and finding accommodation for people already rough sleeping. This funding includes the provision of a Rapid Rehousing Pathway programme of £215k for 4 Navigators and 1 Team Leader. These are attached to the Council's Outreach Team and the Navigators develop relationships and help people who sleep rough to access appropriate local services, get off the streets and into settled accommodation. It is anticipated that this funding will continue at similar levels to this financial year with a co-produced bid likely to be submitted to MHCLG in the coming months.

4.5 The new burdens funding of £461k is being utilised to provide capacity to reduce demand, this funding has now been included in the Homelessness Prevention Grant and is permanent funding from 2021/22. This funding provides additional capacity which is needed for:

- Housing Solutions Officers to increase prevention work and reduce flow into the system
- Private Rented Sector (PRS) team to develop a PRS offer for homeless people
- Investment to reduce floating support caseloads to allow meaningful work in moving people on and ensuring people are appropriately safeguarded

4.6 Funding of £1.6m has been awarded by GMCA, supported by Housing Benefit of £400k, to fund 165 bed spaces in Phase 3 of A Bed Every Night which has been extended to cover the period July 2020 to March 2021, indicative costs are £2.5m. Therefore the shortfall in funding is approximately £500k which has been included in COVID-19 costs in year.

4.7 Protect Programme funding of £450k allocated to support the ongoing efforts to provide accommodation for rough sleepers during the pandemic, this is targeted additional funding awarded to ten areas in England with high numbers of rough sleepers. The additional funding is to be utilised for both accommodation and specialist support in the form of specialist mental health and substance misuse support.

5.0 Savings Options and Proposals

5.1 The approach to savings will be based on the proposed Service Transformation Programme which gives a strategic direction and framework to services, based on a focus of outcomes and partnerships. Following the receipt of the Provisional Settlement, the Council is likely to require cuts in the region of £50m, **the Homelessness options if approved would deliver £2.335m in 2021/22**, detailed in Appendix 2. These proposed reductions will allow the Council to plan effectively to deliver a balanced budget in 2021/22. The Homelessness Service have utilised the investment money linked to Covid-19 to create a journey through the service for individuals and protecting front line services such as properties used at present for ABEN and Housing Related Support with a key focus on move on delivered through greater direct control over the commissioning of these services and embedding them within a move-on pathway to make the most efficient use of the beds available.

Covid-19 response and Everyone In.

5.2 Initial indications are that the annual cost of provision for providing accommodation for those previously sleeping rough in response to Covid-19 and Everyone In is £7m. However the Directorate are working with partners to confirm the expected provision beyond March 2021 which recognises the longer term needs of those who were sleeping rough and recognises the longer term accommodation needs. Positive discussions are ongoing with MHCLG to bid for funding to maximise recouping of MCC costs, work will also continue to maximise housing benefit claimed to support the new schemes in the long run, thereby providing better value provision as a legacy. Therefore current plans are to ensure that provision can be maintained at £1.4m below the original estimate of £7m as rough sleepers are moved out of temporary hotel accommodation and into more permanent accommodation ensuring residents do not return to the streets. If these costs can be managed for less than that will provide some mitigation for the level of cuts required. **It is essential that this investment is utilised to fund move on schemes as well as Hotels to ensure that there is a journey through the system allowing individuals to move through the system and ultimately be housed in Housing Related Support or the Private Rented Sector.**

5.3 Manchester City Council and Registered Providers (RP's) in Manchester have bid for funding from MHCLG to bring additional properties on line by 31st March 2021. To date bids have been approved to bring on board an additional 80 bed spaces. These bids aim to supply additional properties for use and are supported along with maximising Housing benefit and grant funding. The creation of these properties would create the vacancies in housing related support, to move the people from the 'Everyone In' hotels, ensuring appropriate support. This proposal is dependent upon keeping Housing Related Support accommodation open though, as otherwise there will be no accommodation to move people into.

5.4 We know that there are a number of people still sleeping rough, and that we will see an increase in people sleeping rough due to the economic impact of

Covid-19 and the lifting of the eviction embargo. We want to ensure that there is a rapid offer of accommodation and support available so that their time spent on the streets is minimised, thus reducing cost pressures.

- 5.5 Review of A Bed Every Night provision, provision in Manchester currently stands at 165 bed spaces per night, this not a statutory service and funding at present is one off with MCC underwriting c£500k unfunded by GMCA. We are working with colleagues in Revenue & Benefits to identify whether this gap can be closed through higher levels of housing benefit income and will also be discussing options with GMCA to review the funding settlement for Manchester and/or the delivery model to fit the available funding envelope. The long-term viability of the A Bed Every Night programme in its current form will be impacted by the outcome of these discussions. The proposal is to reduce the ABEN provision in Manchester from 165 bed spaces to 110, but to retain the 55 beds at Hope House and Stanley Road, funding them from the mainstream investment. This allows the retention of the schemes with the greatest value for money and deliver good outcomes. Additional benefit is delivered through greater direct control over the commissioning of these services and embedding them within a move-on pathway to make the most efficient use of the beds available.

Externally Commissioned Homelessness Services

- 5.6 Review of the Housing Related Support Budgets c£6m, work is ongoing to identify value for money achieved and the outcomes delivered for each of the schemes to ensure each contract is delivering against the objectives. With indicative savings options of £0.621m.
- 5.7 Discussions with housing providers at present are centred around maintaining current service delivery as far as possible with improved outcomes. It is proposed to utilise £0.621m investment funding linked to the Rough Sleepers Covid-19 response referenced in 5.2 to repurpose the Housing Related Support Complex Pathway provision as move on from Hotel accommodation, retaining the services which deliver the greatest value for money for Homelessness. This replaces the proposal in the November Homelessness paper to reduce funding to Housing Related Support by £1.2m, £600k in 21/22 and 22/23, which would have impacted significantly on service delivery and would have led to the closure of some services and therefore protects accommodation schemes, resettlement and other support services.
- 5.8 The proposed approach will avoid the need to reduce funding to Housing Providers and the number of units currently available for move-on, these services provide essential support to some of our city's most vulnerable residents, including young people and people sleeping rough. Housing Related Support (HRS) services support the key objectives in the city's homelessness strategy; they work to ensure that a person's experience of homelessness is as brief as possible by supporting them to develop the skills to move on to independent living, and they help to make homelessness a one off, and not a repeated experience by providing resettlement support to allow people to maintain their settled homes on an ongoing basis.

- 5.9 A review of the Homelessness Commissioned budgets have identified £66k of budget reductions which can be implemented without impacting on the number of bed spaces available and minimal impact on service delivery.

Homelessness Management

- 5.10 A full service redesign was already planned in Homelessness as the Directorate aims to focus on prevention and improving the flow of residents through temporary accommodation, this redesign will take place within Homelessness which will include a review of the management structure, including the Directorate Management Team. The management structure at Grade 10 and above is 9 FTE supported by a budget of £639k. As part of 2020/21 budget setting, funding was assigned for 3 FTE grade 10 posts to lead on the service redesign, this work will now be undertaken within existing resources. These posts were proposed as 18-month posts so reduction in posts would deliver £89k of savings in 2021/22.
- 5.11 33 FTE additional management posts support the service between grades 7-9, with a budget of £1.383m. The redesign aims to reduce management levels and replace them with a more consistent structure. At this stage it is not known what level of savings can be delivered to maintain appropriate management to staffing ratios across the service, but it is anticipated that there will be minimal reduction in FTE across all grades, with an expected reduction of 4 FTE with a saving of £159k subject to staff consultation.
- 5.12 As part of the redesign the provisional assumption is a more coherent split into three defined service portfolio areas : Accommodation, Access and Assessment (including Housing Solutions and Rough Sleeping) and Commissioning, Strategy and Policy. Each portfolio will contain re-aligned services in a more efficient arrangement and with a more coherent and consistent management structure beneath. This includes the proposed removal of tiers of management from within the structure.
- 5.13 The Programme will deliver a more joined-up system based around locality based prevention. The current legislative-based process does not serve people well in terms of delivering outcomes and so the aim is to deliver a more person-centred service based on needs, with more people taken out of the formal statutory process altogether.

6.0 Workforce Impact

- 6.1 The framework for how the Council supports its workforce is set out in the People Strategy. The development of the service workforce and the *Our Ways of Working* approach has been supported through a programme of activity that includes building rapport, Our Manchester context, introduction to strengths, and the Our Manchester behaviours.
- 6.2 Key elements of improved and increased service delivery within Homelessness have been reliant on time limited funding and therefore temporary posts. Previous proposals to put in place funding to enable a

permanent staffing structure to be implemented in April 2020, therefore avoiding the need for 33 time limited placements are no longer viable given the accelerated requirement to deliver considerable levels of savings in the next financial year.

- 6.3 Working to move the service from a 'developing' to 'maturing' Our Manchester approach across all areas will be extremely challenging in regard to the capacity of the service and managers in light of the level of savings facing the service. The increased demand likely to be placed upon Homelessness Services as recession deepens, set against the need to deliver savings and the resultant reduced service offer as a result of budget reductions within the sector, both in-house and within Commissioned Homelessness Services, will undoubtedly impact upon the workforce's ability to further develop their approach and behaviours to delivering services; supporting citizens to develop personal resilience and break the cycle of poverty and homelessness.
- 6.4 Current savings options for Homelessness which would contribute to the £50m 'least worst' option for the Council would result in an FTE reduction of 7 FTE. If there is a requirement to deliver deeper cuts the likelihood is that schemes will need to close which result in a significant increase in the number of FTE impacted.

7.0 Recommendations

- 7.1 The recommendations appear at the front of this report.

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APPENDIX 1 - Budget Control Totals based on 2020/21 Budget Reports

Service Area	2020/21 Net Budget £'000	Savings £'000	Covid-19 £'000	Growth and Other Adjustments £'000	2021/22 Net Budget £'000
Singles Accommodation	1,676	0	6,277	723	8,676
B&B's Room Only	4,063	0	0	0	4,063
Families Specialist Accommodation	299	0	0	0	299
Dispersed Temporary Accommodation	3,586	0	546	1,391	5,523
Homelessness Management	668	0	0	0	668
Homelessness Assessment & Caseworkers	2,629	0	0	0	2,629
Homelessness PRS & Move On	792	0	0	0	792
Rough Sleepers Outreach	397	0	0	0	397
Tenancy Compliance	201	0	0	0	201
Commissioned Services	1,210	0	0	0	1,210
Total	15,521	0	6,823	2,114	24,458

A further £5.922m of commissioned services budgets are in the MHCC pool but are managed by the Director of Homelessness.

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APPENDIX 2 – Officer Savings Options

Service Area	Description of Saving	Type Of Saving	Rag Deliverability	Rag Impact	21/22 £000's	FTE's
Homelessness Commissioning budgets	Realign service provision to support move on from single rough sleeper provision funded via investment	Efficiency	Amber	Amber	621	0
Homelessness Commissioning budgets	Budget reductions in Homelessness Commissioned services with minimal impact on service delivery	Service Reduction	Red	Red	66	0
Management posts	Management reductions for G10 and above	Service Reduction	Amber	Amber	108	2
Service Redesign Posts	As part of 2020/21 funding was assigned for 3 FTE grade 10 posts to lead on the service redesign, this work will now be undertaken within existing resources	Service Reduction	Green	Green	89	3
Homelessness - full service redesign	Full service redesign linked to VS/VR offer	Service Reduction	Amber	Amber	51	2
Rough Sleeper Provision	New Provision Rough Sleepers, utilising established schemes and ensuring there is move on available through the system	Efficiency	Amber	Amber	1,400	0
Total					2,335	7

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**Manchester City Council
Report for Information**

Report to: Neighbourhoods and Environment Scrutiny Committee – 13
January 2021

Subject: Our Manchester Strategy Reset – Draft Strategy

Report of: Strategic Director (Neighbourhoods)

Summary

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

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

Recommendations

The Committee are asked to:

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

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

Achieving Manchester’s zero carbon target is reflected throughout the work on the <i>Our Manchester Strategy</i> reset and will be clearly captured in the final reset document.
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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 Scrutiny Committee; Communities and Equalities Scrutiny Committee; Economy Scrutiny Committee; Health 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&MIId=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 3rd 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: Neighbourhoods and Environment Scrutiny Committee
– 13 January 2021

Subject: Manchester Green and Blue Strategy and Implementation Plan,
including: Annual update and a report on the Tree Action Plan

Report of: Strategic Director, Development

Summary

This report provides the annual update on the delivery of the Green and Blue Implementation Plan together with information on the delivery of the Tree Action Plan. The work on the green and blue agenda is an essential component of creating a climate resilient city and delivering Manchester's Climate Change Action Plan and these links are also covered in this report. The report addresses the current context within which this agenda is being delivered: the impact of Covid and the need to deliver an economic recovery that is both inclusive and environmentally sustainable.

Recommendations

That Neighbourhoods and Environment Scrutiny Committee:

1. Consider and comment on the progress that has been made by both the Council and external stakeholders in achieving the actions in the G&BI Implementation Plan and the Tree Action plan.
 2. Consider and comment on the priorities for the G&BI and Tree Action Plan set out for the coming year
-

Wards Affected: All

<p>Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>
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<p>Manchester's tree stock helps to capture and store carbon. Attractive green routes encourages walking and cycling, reducing reliance on cars with a consequent reduction in carbon emissions. Local green space, both public and private can be used to increase the amount of sustainable, locally grown food.</p>
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Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	A high quality environment, including trees and open spaces, increases the attractiveness of Manchester as a place in which to work and invest. Jobs are created in the environmental sector through the need to plant and manage the local green and blue infrastructure resource.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Manchester competes on a world stage to attract skilled people. A high quality natural environment makes an important contribution to this.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	An attractive tree filled natural environment should be accessible to all communities within Manchester, offering the potential to gain health benefits through improved air quality and opportunities for relaxation and exercise and learning new skills through volunteering opportunities.
A liveable and low carbon city: a destination of choice to live, visit, work	The city's tree stock plays a valuable role in storing carbon and creating a liveable city. High quality multi-functional open spaces also improve the quality of life.
A connected city: world class infrastructure and connectivity to drive growth	Appropriate tree planting along transport routes can help mitigate poor air quality. Appropriately located and designed green infrastructure can also increase the permeability of the city reducing surface water flooding along transport routes.

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Background documents (available for public inspection):

The following documents disclose main 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.

- Manchester Green and Blue Infrastructure Strategy: report to Neighbourhoods Scrutiny Committee and Executive, July 2015, Manchester City Council
- Manchester Green and Blue Infrastructure Strategy: July 2015
- Manchester Green and Blue Infrastructure Stakeholder Implementation Plan : July 2015
- Our Manchester 2015-25
- Manchester G&BI Strategy 3 year review 2015-18
- Manchester G&BI Stakeholder Implementation Plan and Tree Action Plan – Report on Progress: to Neighbourhoods and Environment Scrutiny Committee January 2020
- Manchester City Council Climate Change Action Plan 2020-25 – Report to NESC and Executive March 2020

1.0 Introduction

- 1.1. This report provides the annual review on Manchester's Great Outdoors – A Green & Blue Infrastructure Strategy for Manchester. The strategy, together with the accompanying and annually updated Implementation Plan, play a key role in delivering the Our Manchester vision for a world class city where residents from all backgrounds can live well. Attractive and multi-functional green and blue infrastructure has a vital role to play in creating a high quality, healthy and biodiverse environment with accessible opportunities for recreation and exercise, supporting inclusive and sustainable growth.
- 1.2. Work to improve our green and blue assets aligns with Manchester's Climate Change Action Plan and contributes towards the Council's zero carbon target by capturing carbon within our trees, helping to create attractive walking and cycling routes to reduce reliance on cars and encouraging sustainable food production. Planting in appropriate locations contributes towards improving air quality and plays an essential part in helping our city to become flood and climate resilient.
- 1.3. As part of our response to the challenge of Covid, the increased focus on zero carbon together with the importance of our public realm are highlighted as opportunities within Manchester's Economic Recovery and Investment Plan. As we seek to meet the challenge of Coronavirus and recover from both its economic and social impacts the need to ensure the ongoing improvement in the quality and function of our existing parks and gardens, our river valleys, canals, and public realm has become even more significant.
- 1.4. The background for these improvements will be the need to deliver growth which has climate resilience embedded. Manchester has the foundations and building blocks to re-establish its previous momentum as the UK's premier growth city, but it will do so in a way that is even more inclusive and environmentally sustainable. The work on our green and blue spaces outlined in this report is a key component of this.

2.0 Background

The G&BI Strategy and Implementation Plan in brief

- 2.1. Manchester's Great Outdoors: The G&BI Strategy and Implementation Plan was prepared and is jointly owned by the Council and Manchester G&BI stakeholder group on behalf of the wider city. The vision of Manchester's Great Outdoors is:

By 2025 high quality, well maintained green and blue spaces will be an integral part of all neighbourhoods. The city's communities will be living healthy, fulfilled lives, enjoying access to parks and greenspaces and safe green routes for walking, cycling and exercise throughout the city. Green and blue infrastructure will be supporting Manchester's growth. Businesses will be investing in areas with a high environmental quality and attractive

surroundings, enjoying access to a healthy, talented workforce. New funding models will be in place, ensuring progress achieved by 2025 can be sustained and provide the platform for ongoing investment in the years to follow.

- 2.2. The G&BI Strategy and Stakeholder Implementation Plan are based around the following four objectives.
- Improving the quality and function of Green and Blue Infrastructure to maximise the benefits it delivers,
 - Using appropriate Green and Blue Infrastructure as a key component of new developments to help create successful neighbourhoods and support the city's growth,
 - Improving connectivity and accessibility to Green and Blue Infrastructure within the city and beyond,
 - Improving and promoting a wider understanding and awareness of the benefits that Green and Blue Infrastructure provides to residents, the economy and the local environment.
- 2.3. Under each objective is a series of Headline Actions with associated projects and activities which are being delivered or investigated by the council and external stakeholders as part of the Implementation Plan. The Implementation Plan is appended to the report.

Manchester's Tree Action Plan

- 2.4. Trees are a major element of Manchester's green infrastructure and they are given a specific focus in Manchester's Tree Action Plan which sits under the G&BI Strategy and is also appended to this report. The Tree Action Plan is structured around four objectives:
- Managing trees sustainably
 - Planting trees appropriately
 - Protecting trees strongly and
 - Involving creatively
- 2.5. The G&BI Stakeholder Implementation Plan and Tree Action Plan are live documents which drive progress towards the objectives of the G&BI Strategy and the actions listed are not exhaustive. This approach provides the flexibility to respond to opportunities as they arise, maximising resources available to allow focus to be given to projects that will have the greatest impact.

Governance - the G&BI Board

- 2.6. The Action Plan is delivered by the Council and by external stakeholders. Progress against the Council actions is steered within the council by the G&BI Board which is now chaired by the Director of Planning, Building Control and Licensing and attended by relevant Heads of Service. This provides an opportunity to focus on the strategy objectives and add value to the way G&BI is delivered across the city. Ward Members and council officers are involved with many of the actions needed to deliver the G&BI Strategy and outlined in

the Action Plan. Ward members are often best placed to know their local community groups and understand their communities' needs and opportunities.

Working in Partnership - the G&BI stakeholder Group

- 2.7. The stakeholder group which partnered with the Council to produce the G&BI Strategy and Implementation Plan is known as the Manchester G&BI Group. In normal times it meets on a regular basis and is made up of a range of experienced practitioners and stakeholder organisations, including officers from the Council, Corridor Manchester, Manchester Climate Change Agency, Greater Manchester Combined Authority and Registered Housing Providers, statutory bodies such as the Environment Agency and Natural England, environmental charities like Groundwork, City of Trees, the National Trust, Wildlife Trust and RSPB, and academics from Manchester's Universities. It provides both a forum for sharing best practice and a catalyst for encouraging new partnerships for delivering action in line with the objectives of the G&BI Strategy.
- 2.8. During Covid the stakeholder group have not been able to meet physically, but the collective continues to function as an important virtual network. Key stakeholders are actively involved in dialogue around Northern Gateway (National Trust, City of Trees, Eden Project) and supporting local plan workshops (Deloitte) while many are working collaboratively in delivering all aspects of the projects listed in the report, including for Our Rivers Our City, Managing Manchester's Trees. The Network has also facilitated extended focus via groups such as the successful Manchester Nature Consortium. The network also helped facilitate links enabling the successful £1million Wildlife Trust GM wide bid to the green recovery fund.

The role of G&BI in delivering our Climate Change Action Plan

- 2.9. In March 2020 the Council adopted the Manchester City Council Climate Change Action Plan 2020-25, setting out the actions that need to be delivered to ensure that the Council plays its full part in delivering the city's zero carbon ambition. Manchester's green and blue infrastructure has an important role to play in the action that we can take both to reduce carbon emissions and create a city that is more resilient and adaptable to climate change. G&BI is multi-functional and brings a variety of benefits. Many of these benefits, particularly those known as "regulating services" link directly with actions to assist with combatting the climate emergency, such as storing carbon, helping to reduce flooding, and improving air and water quality. Other relevant benefits include the local production of food and fuel, which can reduce transport related carbon costs and the creation of natural habitats which encourage greater pollination and biodiversity, both of which are being damaged by climate change.
- 2.10. Four of the actions within the G&BI Implementation Plan have been identified as of enhanced relevance for climate change and these are also reported

back to the Zero Carbon Coordination Group on a quarterly basis, via the chair of the G&BI Board. These actions are the:

- Manchester Tree Action Plan,
- Horizon 2020 GrowGreen project which includes the delivery of the West Gorton Community Park,
- Tree opportunity Mapping Commission and the
- £1million tree planting programme.

The full report on progress made against all the climate change workstreams will be presented to NESC in February. Detail on the four actions which link both agendas is provided below.

- 2.11. The work on G&BI also plays an important role in linking into ward based climate action plans. Further work on this aspect will be developed in 2021 to help maximise the benefits of G&BI in delivering climate change adaptation and mitigation identified in the ward plans.

3.0. The Impact of Covid

- 3.1. At the beginning of 2020 no one could have foreseen the impact that Covid 19 would have on all cities and communities across the globe. In terms of projects delivering the objectives of Manchester's Great Outdoors across the City, Covid has led to some delays in planned activity, due to furloughed staff in partnerships and the inability to undertake community events such as planting in parks and face to face consultation events. This, however, has been met with an outstanding commitment to continue to work with communities and has resulted in innovative ways for engagement, including online workshop sessions, you tube videos and nature based activities distributed to families via local parks.
- 3.2. During this period, we have been able to make increased outside space available to support the hospitality sector in areas such as the Northern Quarter. This has been welcomed by businesses and the public alike. Our aspiration is for more space to be created for pedestrians and cyclists to continue to improve accessibility within the City Centre. Whilst Covid was unforeseen, the impact has been to accelerate the intention that already existed to consider ways to maximise the use of space within the City Centre.
- 3.3. The overall volume of work delivering this agenda has remained undiminished. The Council's firm intention to continue to deliver on its climate change objectives has enabled the £1mill tree planting programme outlined below to commence. Our work with our partners through The Esmee Fairburn Foundation, EU funded GrowGreen project and across GM has continued. Work to create high quality public realm within our regeneration schemes and increase their green and blue value has also been ongoing with the aim of creating an international, climate resilient city in line with Manchester's Economic Recovery and Investment Plan.

4.0. **Key delivery highlights from the G&BI Strategy on progress in 2020**

- 4.1. The G&BI Implementation Plan brings together the substantial number of actions through which the four strategic objectives of the G&BI Strategy are being delivered across the Council, including those undertaken jointly and separately through external partnerships.
- 4.2. It is important to note that many of the projects span several objectives, for example, improving the quality and function of our green infrastructure whilst contributing and informing our understanding of best practice and widening engagement with residents and other stakeholders. For simplicity, this report outlines key highlights against each objective with progress against each Headline Action provided in the appendices.

Objective 1: The first of the four objectives of the Strategy is **to improve the quality and functionality of G&BI across the city.**

Key Highlights

- Commenced the delivery of the Our Rivers, Our City project (18 month project from April 2020 – September 2021) – key project to provide up to date knowledge of the three river valleys (Irk, Medlock and Mersey) that cross the City.
 - Five new annual work plans completed for Sites of Biological Importance with a further six underway to assess work required.
 - Commenced tree planting programme funded via Climate Change Action Plan - first planting of 33 cherry trees, creating a feature avenue in Old Moat, took place early in December.
 - Commissioned new project, Managing Manchester's Trees, to evaluate changes to tree cover across the city and identify opportunities for new tree planting.
 - Successful bid to Green Recovery Challenge Fund by Lancashire Wildlife Trust - includes £110K to be spent on improvements to the canals in the city centre and out to the north and east and access to improved areas for wildlife, greater flood resilience and carbon storage.
- 4.3. **Our Rivers Our City** – This EU funded project, a spin-off from the Grow Green project, began in April this year. It aims to increase our understanding of the role of Manchester's rivers - the Irk, Medlock and Mersey and their tributaries, in terms of flood resilience, recreation, biodiversity and accessibility. The project is led by the Council, TEP and Groundwork, working with a wide range of stakeholders, including United Utilities, the Environment Agency, Natural England and development partners from the Northern Gateway. The project seeks to achieve agreement around collaborative key actions that will improve the multi functionality of the river valleys. The project will be completed in September 2021 with the production of three action plans, recognising the individual character of each of the rivers.
- 4.4. **My Wild City** - The Esmee Fairburn funded collaboration between MCC and the Wildlife Trust is now in its second year. This partnership is beginning to

reap the benefits of activity on focused on increasing involvement in improving biodiversity. Some of Manchester's Sites of Biological Importance need work to prevent deterioration. Five new annual work plans were completed by Lancashire Wildlife Trust for Manchester's Sites of Biological Importance (SBIs) situated within parks, and 6 more are being produced in 2020. They are detailed but accessible for site managers without specialist knowledge to manage these valuable and under managed habitats. We are also working with the My Wild City team and the Greater Manchester Ecology Unit to develop focussed priority action plans for over 50 species across five habitat types in the City. This work will inform both local plan development and the GM wide Nature Recovery Network project as well as assisting into the delivery of a new biodiversity action plan for Manchester. The work will:

- Prepare an up-to-date, comprehensive species list for the city (historic and recent).
- Highlight and analyse spatial and historic information to demonstrate where some species are doing well and where others need help.
- Target recommended actions for species.

4.5. Tree Action MCR – A £1 million pound tree planting budget to deliver a two-year planting programme was agreed by the Council earlier this year. The aim is to plant trees in the right location and of the right species to achieve maximum benefits for climate adaptation, carbon storage, sequestration. The key consideration is to find sites capable of accommodating larger trees that will create long lasting impact, provide local benefits and will be capable of surviving into old age. By the end of the full programme all wards will have received additional tree planting where appropriate. Within the first phase, wards have been identified that typically have fewer trees, including a lower percentage of street trees. Many of these wards are in the Central part of Manchester, so the list has been amended to include some wards in the North and South to allow a wider geographical spread. Wards not included in Phase 1 will have the opportunity for tree planting in Phase 2.

4.6. The first planting of 33 cherry trees, creating a feature avenue in Old Moat, took place early in December, with previous consultation and the support of local residents, a nearby primary school and ward councillors. As the programme is rolled out over 1,000 new trees will be planted including a mix of street trees; beacon trees and other tree planting in cemeteries; and beacon trees, avenues, hedgerow planting and community orchards within parks.

4.7. Managing Manchester's Trees (MMT) - The I-trees assessment of our tree stock, which was reported to Scrutiny last year, demonstrated the value of our existing 1.2 million trees to carbon storage, sequestration, climate resilience air quality and many other benefits. As a result, the G&BI Implementation Plan, Tree Action plan and Climate Change Action Plan all included the intention to commission work to allow a strategic approach to managing our existing tree stock and any new planting to maximise the benefits to the city. In August of 2020 and despite the difficulties with Covid, the Council

commissioned City of Trees and TEP to deliver this strategically important work with the following four aims:

- A retrospective look back at the composition, change and evolution of the City's treescape over the last 100 years
- A sustainable and innovative plan for managing the City's existing tree resource
- Ward specific opportunity maps indicating priorities for new tree planting, including species suitability options.
- The means to identify ward specific location for new Beacon Trees (mature) tree planting.

4.8. This work will provide the context within which opportunities for tree planting can be assessed going forward. Trees are not the only habitat of importance within the city and this work will allow reasoned decisions to be made regarding appropriate places to plant individual trees and woodland. This work is on track to be completed by the end of March 2020. It will be used to inform the ongoing Tree Active tree planting programme.

4.9. **A successful and collaborative bid of £1.8 million to the Government's Green Recovery Challenge Fund has been developed by the Wildlife Trust.** This grant is being used to boost the newly established Greater Manchester Environment Fund (GMEF), the UK's first regional environmental impact fund, targeting social, environmental and financial outcomes and seeking to recycle capital back into delivering GM's vision for the natural and built environment over the long-term. It includes a programme of priority projects that will establish a network for nature across the county, with 37 jobs created and safeguarded including 12 traineeships. Benefits to Manchester will include £110K spent on improvements to the canals in the city centre and out to the north and east and access to improved areas for wildlife, greater flood resilience and carbon storage across GM through natural flood management projects and peatland restoration.

Objective 2: The Strategy and Implementation Plan's second objective is to ensure that green and blue infrastructure is well integrated within new development. This needs to happen at both the detailed, masterplan and strategic framework level.

Key Highlights

- Delivery of West Gorton Community "Sponge" Park
- Bringing forward proposals for riverside enhancements to the River Irk amounting to around 40 hectares of greenspace – successful Housing Infrastructure Fund (HIF) bid of £51.6 million will include an element of funding for green space improvements.
- Planning permission in Feb 2020 for Mayfield first phase including creation of the 6.5-acre park, office buildings, a car park and significant public realm.

- 4.10. This is a key component in the planning process and those wishing to invest and develop in the city are required to address how they can contribute to the Council's ambitions regarding green and blue infrastructure. On major projects there is an expectation that there is a contribution which helps deliver wide ranging benefits to our communities through each stage of the development process. This will often start with work to decontaminate sites, embed sustainable construction methods, improve tree coverage wherever possible, create new improved public realm, enhance biodiversity and more.
- 4.11. West Gorton Community “Sponge” Park** - This exciting project, funded by the European Commission was initiated to research how Nature Based Solutions (NBS) can be deployed to create climate and water resilient, healthy and liveable cities. It was launched in June 2017 and with Manchester as the lead partner and has involved the collaboration of 23 partners including six European cities and the city of Wuhan in China on major new environmental research.
- 4.12. One of the key outputs for Manchester has been the creation West Gorton Community park which opened in July 2020. This is a new accessible, multi-functional neighbourhood green space designed to help the climate resilience of the local area. It follows "sponge principles", incorporating sustainable urban drainage (SuDS) to allow rainwater run-off from nearby roads to be channelled and filtered through natural drainage systems, slowing and reducing the flow into the normal drainage system. The development of the community park included working and consulting with the local community in West Gorton to ensure local ideas could be incorporated into the final design.
- 4.13. Northern Gateway** - Proposals for the Northern Gateway include an exciting opportunity to enhance a significant area of open space directly to the north of Manchester City Centre. The vision held for the 155-hectare development site incorporates a strategic enhancement of greenspace located alongside the River Irk, as part of a network of new and improved parks and open spaces running through the heart of the development area.
- 4.14. This enhanced green and blue infrastructure network has the potential to provide new and improved habitats for wildlife, increased flood storage and a space for people to use and enjoy. Specifically, these proposals will include riverside enhancements to the River Irk, up to 40 hectares of green spaces including habitat for biodiversity gain, a resilient landscape that can adapt to climate change, and a functional space for people to use and enjoy. These spaces will link together development platforms across the Northern Gateway area, supporting the principles of placemaking that are fundamental to development proposals for the 7 new neighbourhoods which will accommodate the planned 15,000 new homes and associated social and community infrastructure over the next 15-20 years.
- 4.15. In March 2020, the Council received notification that it had been successful in a Housing Infrastructure Fund (HIF) bid for £51.6m. A proportion of this funding will be used to enhance the green and blue infrastructure in the lower Irk Valley part of the site. In addition, residents have recently been consulted

on plans for the first phase of new development in Collyhurst which also includes the creation of a brand-new park to be delivered alongside the new homes. This newly designed landscape and community infrastructure will require additional resources to cover management and maintenance, and to ensure that the enhanced landscape meets its full potential for people and wildlife over the development phase and beyond. The Council is currently working with partners to explore potential funding sources and revenue generating opportunities for green space within the Northern Gateway, along with options for long-term governance and delivery structures.

- 4.16. Mayfield** - Mayfield is a 24-acre brownfield site with the River Medlock and green infrastructure improvements central to its delivery. The site has an industrial history of innovation spanning back to the 1700's with previous lives as a parcel depot, relief railway station and textile mill. The site has lain mostly derelict for over 30 years before the next phase of its revival began.
- 4.17. The Mayfield Partnership, a public private joint venture partnership between LCR, Manchester City Council, Transport for Greater Manchester and regeneration specialist U+I, will oversee the regeneration. Overall, the brownfield site will provide over 2.3m sq. ft of office space facilitating 13,000 new jobs, 1,500 homes, 56,000 sq ft of retail and leisure, a new 300-bed hotel and 13-acres of public realm, including Mayfield Park – the city's first new park in over 100 years.
- 4.18. Consent for phase one of the scheme was granted in February 2020, for the creation of the 6.5-acre park, office buildings, a car park and significant public realm. In August 2020 Mayfield secured £23 million in grant funding from the Government's £900 million Getting Building Fund which will allow construction to commence soon.

Objective 3: The third overall objective of the G&BI Strategy is **to improve accessibility to green space within and beyond Manchester.**

Improvements to the transport network are helping towards achieving better accessibility across the city and out from the city centre, creating better links with the city's existing parks and open spaces.

Key Highlights

- Six schemes approved via Mayor's Challenge Fund – details for latest state of play for each scheme listed in Appendix 1.
- Further development of the Rochdale Canal towpath scheme – outline design completed and consultation undertaken
- First phase of the Chorlton Cycleway completed including the installation of the cyclops junction.

- 4.19. Bee network investment** - There is immense potential to increase walking and cycling in Manchester as the main ways of taking shorter journeys around the city and accessing our public spaces. Following the publication of the Made to Move document to promote a genuine culture of walking and cycling in the city the Bee Network of 1,800 miles of walking and cycling routes was developed. Initial funding of £160million was made available through the Mayor's Challenge Fund (MCF) to implement and develop the Bee Network. Manchester has secured programme entry for ten projects amounting to more than £79million in the MCF programme to provide improvements to make it easier and more attractive for people to take shorter journeys on foot or by bike. A couple of the schemes are described below with further details available in the appended spreadsheet.
- 4.20. The report to NESC last January informed members about the success of the proposals to enhance the **Rochdale Canal towpath** in securing programme entry to the Mayor's Challenge Fund (MCF) in 2019. Since then, an outline design has been completed by the Canal and Rivers Trust/ (CRT) /Arcadis and a public consultation exercise has been carried out. The scheme includes improved lighting, resurfacing of the whole route up to 3 metres wide, where possible, and improvements to access points, paving and access controls. It was originally estimated that the works would cost in the region of £1.3M however not all measure will be able to be delivered within the existing budget so some prioritisations will be required. Works are due to commence once priority areas have been agreed.
- 4.21. The investment in the Rochdale Canal will see the route improved for both walking and cycling enhancing access to Manchester's waterways. When complete the Rochdale Canal will provide a traffic free environment for local residents to walk and cycle along. The aim is that routes like this will help build interest in cycling, leading to the growth in utility cycling that will deliver the Made to Move Strategy with walking and cycling the preferred choice for short journeys.
- 4.22. Chorlton Cycleway** is a £13.4M new 5km cycle route from the city to centre to Chorlton partly funded by the MCF and the Cycle City Ambition Grant. This project will create a route that includes large sections of segregation between people travelling on foot or by bike and other traffic providing a high-quality segregated link between Chorlton and Manchester city centre, making it safer, more attractive, and easier to get around.
- 4.23. Work on the first phase of this scheme was completed in the summer of 2020, with further phases due to start later in 2020/1. Phase 1 includes the first cyclops junction of its kind in the UK at the junction of Royce Road and Chorlton Road in Hulme. These are orbital cycle routes which separate cyclists from traffic around busy junctions and give pedestrians more space. The scheme will also include enhanced public realm creating routes that are both safe and attractive for all users.

Objective 4: The fourth objective is **to promote a wider understanding of the benefits that G&BI bring to residents, the economy, and the local environment.**

Key Highlights

- Our Rivers, Our City project incorporating learning from sponge city work (e.g. West Gorton Community Park).
- Continued work through My Wild City to understand the connection of people to local nature – survey during lockdown undertaken.
- Digital version of Manchester Festival of Nature held this year.
- Further work via the IGNITION project to demonstrate G&BI benefits.

4.24. Embed GI into key plans and policies - The wealth of learning from our sponge park is being shared across the council to enable nature based solutions (NBS) to be used effectively in creating a flood resilient city. The Council and Wuhan are liaising to further develop and embed the Sponge City principles within Manchester. The Our Rivers Our City Project funded via GrowGreen is enabling lessons learned about flood resilience to be applied to across the city. This increased understanding on how nature based solutions can be used to combat climate change will inform the **refresh of our G&BI Implementation plan** in 2021. It will also provide useful evidence to shape climate change policy within the **Local Plan** currently in development.

4.25. Raising the awareness of the benefits of G&BI - Under the banner of My Wild City partnership the Wildlife Trust is working with the Council to refresh the Biodiversity Action Plan and develop an understanding around what a Nature Recovery Network could look like for Manchester again which will inform the Local Plan. Underpinning this and building support for delivering the action plan is the continued work of the Wildlife Trust in engaging with Manchester's residents and community groups. A survey during lockdown "Our Nearby Nature" had 1,204 respondents, with 99% telling us that contact with nature during the lockdown was "Very important" or "Important" to them. Social media has been used reaching 759,023 people between Aug 2019 and Aug 2020). There have been news features in the MEN, and on BBC North West Tonight and engagement has taken place with school children and business interests including Lloyds Banking Group and Siemens.

4.26. In celebration of Manchester's green and blue assets and determined not to let Covid halt this growing annual event, **Manchester's Festival of Nature** (MFoN) went digital this year. MFoN is a partnership between the Wildlife Trust, Manchester City Council, the RSPB, City of Trees and many others. Originally begun in 2018 its aim is to create a united approach to the conservation of nature in Manchester and to engage people young and old in saving our wildlife. 3,450 "engagements" with this successful day long virtual event were recorded.

4.27. Developing research into the benefits of G&BI and monitoring existing G&BI across the City - The IGNITION project is a ground-breaking project

that aims to develop innovative financing solutions for investment in Greater Manchester's natural environment. This project, backed by €4.5 million from the EU's Urban Innovation Actions (UIA) initiative, and led by GM with the specific involvement of both Manchester and Salford City Councils, brings together 12 partners from local government, universities, NGOs and business. The aim is to develop the first model of its kind that enables major investment in large-scale environmental projects which can increase climate resilience. Key outputs will include:

- Development of an IGNITION evidence base - a central evidence repository of existing and emerging evidence focussing on key benefits provided by five nature based solutions – green walls, green roofs, street trees, greenspace, and SuDS.
- A planning support toolkit to inform decision making around extent and value of urban green infrastructure
- Delivery of a Living Lab in Salford – A “seeing is believing” approach to NBS (Nature Based Solutions), providing real life sustainable examples of NBS interventions.
- Development of a pipeline of investable GI opportunities.

5.0. Tree Action Plan summary

- 5.1. The Manchester Tree and Woodland Action Plan continues to capture activity and support improvement across the City's growing treescape. The Action Plan delivers an element of the overarching Green & Blue Infrastructure Strategy as well as helping to deliver the Council's Climate Change aspirations. Over the last thirteen years over 100,000 new trees have been planted, including over 10Km of new hedgerow, with 50 new community orchards planted. The Action Plan was developed over the time period 2015-20 and appendix 2 of this report sets out the key activities and achievements of the plan. The actions and work within the plan are now being taken forward via key projects including the Tree Action MCR programme and the Managing Manchester's Trees project.
- 5.2. In 2019/20 over 10,000 new trees were planted including over 7000 hedge trees. The importance now though, is to take a needs-based approach to understand better environmental inequalities and deficiencies to maximise the usefulness and functionality of the city's trees and woodlands. This more strategic approach will inform priorities within the new Local Plan, help us respond positively to the effects of climate change and play a part in Covid recovery.
- 5.3. The key delivery highlights from the Tree Action Plan - **Tree Action MCR**, the million pound planting programme and “**Managing Manchester's Trees**” have already been covered above. Other projects relevant to the Tree Action plan include Ignition and Grow Green where Manchester is playing a lead role in helping to analyse the usefulness of trees as nature based solutions. The Ignition Project has developed an evidence base assessing over 1000 sources of information including 193 pieces of focussed research around the benefits of street trees. Both Ignition and the Grow Green projects have real

life living lab assessments underway, looking at the effectiveness of street trees in the urban environment. The results will provide robust and valuable evidence for many years to come.

- 5.4. Working collaboratively is a key strength of the tree and woodland action plan. Manchester and the other Districts in GM have been working with City of Trees in their successful bid for £2mill DEFRA funds for focussed new woodland planting across GM. The DEFRA funds are for woodland planting and will be complemented by the Council's commitment to Tree Action MCR, our new £1million planting programme aimed at improving Manchester's climate resilience and addressing environmental inequalities through appropriate tree planting in more urban locations, over the coming years.

6.0. Future Priorities

- 6.1. Work will continue in delivering the four objectives of Manchester's Great Outdoors: our Green and Blue Infrastructure Strategy, including the focused actions on trees. Projects will involve work undertaken by the council, by the council in collaboration with its many stakeholders and projects that are delivered directly and independently by those stakeholders. It is proposed that in addition to continuing and completing current actions, the key priorities for 2021 will be on the following.

- In direct response to the Climate emergency and Climate Change Action Plan
 - Continued roll out of Tree Action MCR, with Phase 2 intricately linked to the results of Managing Manchester's Trees to achieve greatest benefits through future planting and ensure our existing tree stock is well maintained.
 - Continuing work on embedding nature-based approach to combatting climate change and increasing the climate resilience of the city. (GrowGreen legacy)
- Our Rivers Our City completed with the production of action plans for the Mersey, Medlock and Irk
- Ongoing work on Mayfield park and Northern Gateway
- Draft Biodiversity Action Plan produced
- Manchester to consider becoming a signatory of the new Global Biodiversity Framework.
- The first draft of the Local Plan (Preferred Options) will be prepared during 2021. This will be underpinned by the evidence base that has been created by the key studies outlined in this report utilising the new evidence to inform local plan priorities
- The G&BI Action Plan will also be further refined, integrating the findings from key studies including Our Rivers Our City, Managing Manchester's Trees, the Nature of Manchester and the Adaptation Pathway and Green City Framework approach developed through Grow Green. We will also integrate and reference the new GI Standards and Principles work being undertaken by Natural England in the development of the new Action Plan.

7.0 Recommendations

7.1. Recommendations appear at the front of the report.

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Objective 1: Improve the quality and function of Green and Blue Infrastructure to maximise the benefits it delivers. Owner: Fiona Worrall, Neil Fairlamb

Our Manchester links: A7 - Collectively improve our health and wellbeing and be more active as adults and children. Be known for high life-quality, better green spaces and world-class sport, leisure and culture. Improve the quality of parks, green spaces and waterways, and incorporate more into new developments.

A11 -
LL5 -

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020 - March 2021
1	River valleys and canals: continue to invest in the river valleys and canals to provide attractive settings for residential communities, leisure and recreation, health, and biodiversity benefits	EU Water Framework Directive in Manchester: deliver a programme of citywide river and canal projects to improve water quality, reduce flood risk and improve biodiversity. To include: - Delivery of the Manchester elements of the €20million Environment Agency Northwest River Basin Management Plan LIFE project- The Natural Course	MCC, EA	N	2015-21	The UK Urban Pioneer has concluded, with lots of supporting evidence provided. The learning however will help shape the newly-commissioned River Valley Strategies for Manchester. This work began in early April with the appointment of a consortium led by TEP, Groundwork, the Rivers Trust and Vivid Economics. Early work includes a GI dataset and development of a digital engagement strategy.
		Medlock Valley Project and Medlock Restoration Project: to improve access to the river valley, water quality, biodiversity and use by local people. To include: - Development of Strategy for lower Medlock and ongoing restoration options	GW, MCC, EA	C/CC	2015-21	A new 'Our Rivers Our City' (OROC) strategy is being developed. Groundwork have undertaken consultation over the summer, including several physical events under Covid restrictions. Outline content work is being undertaken by TEP. The regeneration site at Mayfield has received a grant of £23 million from the UK government to develop the new park, river restoration and public realm improvements. Work will begin 2021.
		Irk Valley Project: to improve access to the river valley, water quality, biodiversity and use by local people.	GW, MCC, EA	N/C/CC	2015-21	Overarching 'Bring the River Irk Back to Life' (BRIL) project being overseen by the catchment partnership. Northern Gateway plans being developed.
		Moston Brook Project: to improve access to the river valley, water quality, biodiversity and use by local people.	MCC, OMBC, GW, LWT	N	2015-21	Ongoing community engagement and public events programme.
		Mersey Valley Partnership: MCC and RSPB partnership to develop and deliver a new vision and investment plan for the Mersey Valley, to improve access, usage, biodiversity. To include: - Development of Strategic vision for Mersey Valley	MCC, RSPB	South	2020-21	Consultation focus work being undertaken as part of Our Rivers Our City (OROC). RSPB engagement work delayed due to Covid, but project has been extended into 2021.

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020 - March 2021
		The Canals and Rivers Trust to deliver the Manchester and Pennines Waterways Partnership Vision to improve the Ashton and Rochdale Canals within the city and to improve connections to surrounding areas.	CRT	N/C/CC	2015-21	Ongoing. Capital works secured for Rochdale Canal improvements in the city centre, including new installation of 50M of new floating cosystems. CRT Secure first Green Flag Award for City Centre stretch of Canal. Over £100K secured for city centre improvements through Wildlife Trust Green Recovery Fund bid.
2	Enhance existing parks to maximise their potential in making Manchester a World Class City	Continue to implement the Manchester Parks Strategy, co-ordinating and creating management plans for individual parks, taking into account existing plans and information. Including: 1. Analysis of the social, economic, cultural and environmental role of each park 2. Promotion of equality and social cohesion to meet the aspirations of surrounding communities 3. Plans for financing and resourcing	MCC	Citywide	2019-22	Ongoing. Complete 15 plans in the first year and a further 35 plans by the end of year 3, giving a total of 50 Park Plans. Consideration of how Park Plans can reflect any opportunities arising from proximity to areas of major housing and population growth, e.g. Northern Gateway.
		Bring forward investment cases for sites with the greatest possible income opportunities. Priorities include: 1. Increasing income generation 2. Improving visitor experience 3. Progressing towards achieving the Manchester Quality Standard 4. Investing in parks more suited to holding larger events as shaped by individual Park Plans 5. Reducing the amount of public subsidy needed.	MCC	Citywide	2019-22	Establish a 'Parks Development' resource that will identify opportunities for investment, and identify & secure funding. New park development officers recruited. Departmental restructure continuing.
		£20 Million Capital programme of improvements agreed	MCC	Citywide	2017-2020	Capital programme delayed because of restructure, Covid and MCC capital works assessment.
		Angel Meadow, Northern Gateway	MCC(Parks) FEC	N	2019-22	From 2021/22 an estate charge will be collected by MCC from new dwellings which will go towards park maintenance/management. At £100 per annum per plot this will eventually provide an annual maintenance budget of c.£75,000 when development fully completed.

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020 - March 2021
3	Enhance existing and introduce new GI within large estates and land holdings e.g. colleges, registered housing providers, cemeteries, universities and hospitals	Registered Housing Providers' to integrate GI as part of business plans. To include: - Research to identify best practice amongst the city's Registered Housing Providers - Establish a mechanism(s) for sharing best practice and supporting further roll-out	RHPs	Citywide	2019-20	Ongoing dialogue with providers via the RHP GI Forum has been delayed due to Covid priorities.
		University of Manchester – integrate GI as part of the development and delivery of the £1bn UoM estate and landscape masterplan. To include: - UoM GI Strategy including - Biodiversity Master Plan - Green Roof Green Wall policy	UoM	C/CC	2016- 2020	Ongoing. Lanscaping plan delayed due to Covid
		Nature based solutions via H2020 EU - GrowGreen	MCC	C	2017-22	Opening of West Gorton community park on 24th July. Promotion, showcase and training events continue to be provided.
		Manchester University NHS Foundation Trust	MUNHSFT	Citywide	2017-20	Following the merger between the Central Manchester and South Manchester Hospital Trusts there will be dialogue to assess progress and opportunities for managing the hospital estates to increase the value of GI.
4	Schools: enhance school grounds for environmental education and biodiversity	Lancashire Wildlife Trust to deliver Forest Schools project in North Manchester	LWT	N	2019-21	Ongoing. Further funding secured for 2020. Engagement work delayed to Covid.
		BITC SuDS and Schools project development as part of IGNITION GM £5million bid	MCC, BITC, GM	Citywide	2019-2022	New GI Evidence base delivered, appraising over 1000 pieces of research. A new GI Appraisal dataset is being developed to help steer nature based solutions (NBS) investment. A Planning Support Tool is being developed through University of Manchester (UoM).
		Protecting Playgrounds - monitoring planning and installation of this air quality and schools project		Citywide	2018 - 20	Summer installation of Tredges (Tree/hedges) at three schools (fourth, used as a control, will get Tredge at end of project after analysis of optimum species). The analysis of this project has been delayed due to furlough.

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020 - March 2021
		RSPB to deliver schools engagement programme involving Primary schools across the Mersey Valley and wider Manchester area	RSPB	S	2015-20	Project delayed due to Covid.
5	Trees and woodlands: effective and appropriate tree and woodland management and planting	Aim for at least 2,500 new trees per year, to be planted in line with the Manchester Tree Action Plan target, by a range of organisations and the City of Trees initiative.	MCC, CoT, RPs, individuals, developers, COM, CoT	Citywide	2018-22	A new 'Managing Manchester's Trees' piece of work has been commissioned to help provide a better understanding of the cities tree resource, and to identify further opportunities for planting and management. The work will be completed in Spring 2021. New £1 million programme of city-wide tree planting. - 2019/20: 9817 trees planted, including 6812 hedge trees. - 2018/19: 2994 trees planted, including 3 orchards and 582 hedge trees. - 2017/18: 3348 trees planted, including 4 orchards plus 1585 hedge trees. - 2016/17: 2129 trees planted, including 6 orchards and 832 hedge trees. - 2015/16: 2960 trees planted, including 35 orchards plus 1080 hedge trees.
		Wythenshawe Woodlands – Red Rose Forest, Groundwork and Council project to deliver biomass products, biodiversity improvements, skills, training and volunteering opportunities. (Heritage Lottery Fund application re submitted June 2018).	CoT, MCC, GW	S	2018-2020	Restoration and revitalisation of three important historic woodlands in Wythenshawe through £182,900 HLF bid by CoT. Community engagement and practical action across three woodlands in Wythenshawe. A new bid to extend the project to a further five woodlands submitted via green recovery fund.
		Minimum of 4 new community orchards to be planted per year.	CoT, MCC, RHPs, CGs	Citywide	2019	Ongoing: - 4 orchards planted in 2018/19. - 4 orchards planted in 2017/18. - 6 orchards planted in 2016/17. - 35 orchards planted in 2015/16.
		Development of city specific i-Trees eco assesment				New opportunity mapping being developed for MCC land Using i-Trees Eco. This focussed work will provide ward-specific opportunities to tie in with local plan development.

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020 - March 2021
		Map known community orchards across the city	MCC CoT	Citywide	2020 - 22	Ongoing. Liasing with CoT and urban orchard project. New project idea being developed. Funding for orchard work secured through MMT Project.
6	Community greening and community food growing: delivery of community led and focussed GI projects and food growing	Deliver £1million Real Food Wythenshawe community training and capacity building project.	RFW, GW, RHPs, MCC	South	2018-20	Ongoing. Continued delivery of city-wide growing project, including Real Food Wythenshawe. Have recently collaborated with local health agencies to deliver a "Grow a Rainbow" bag to 500 local people. The bag included everything you need to grow six easy food plants, as well as lots of wellbeing information and fun activities. Distributed over summer. RFW also provided online cooking demonstrations and have distributed 'Meal in a Bag' to vulnerable families as part of the food poverty strategy.
		Promote RHS in bloom campaigns	RHPs, MCC	Citywide	2015-20	Ongoing: 152 In Bloom awards in 2019 154 In Bloom awards in 2018 166 In Bloom awards in 2017 126 In Bloom awards in 2016 130 In Bloom awards in 2015
7	Gardens: protect and enhance private gardens	Southway Housing Trust to improve at least 2 local green spaces per year, using in-house expertise working with local communities	Southway Housing Trust	South	Annual	Ongoing
		Integration of My Back Yard (MMU partnership research project) into new G&BI Strategy Implementation Plan	MCC MMU	Citywide	2019 - 20	New GM-wide 'My Wild Garden' campaign being run, using the My Back Yard information.
		Registered Housing Providers and partners, facilitated by Southway Housing Trust, to promote the importance of private gardens to residents and actions they can take to protect and enhance them, to include: • Creation of a forum to share best practice • Arranging 2 site visits per year to showcase best practice	RHPs, RA, MCC	Citywide	2018 -20	Delivery delayed due to restructuring and Covid.

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020 - March 2021
8	Sites of Biological Importance (SBIs): increase the number of SBIs in active management to conserve, protect and enhance biodiversity	MCC to work with land owners and managers to increase the numbers of SBIs in active conservation management by 1-5% annually. (In June 2015 Manchester has 38 SBIs; 55% are in active conservation management). Report progress annually to DEFRA.	Landowners MCC, GMEU	Citywide	2015-21	2019/20: 62.2% of SBIs in active conservation management. (37 sites, down from 38.) Loss of Barlow Eye Grassland SBI due to lack of management. Five new SBI Park Biodiversity Assessments have been completed. Five new Park Plans commissioned for 2020/21. 2020/21: 62.2% of SBIs in active conservation management.
		Map and survey SBIs to review current condition and identify opportunities for improvements.	MCC, Universities	Citywide	2015-2021	Four SBIs assessed by UoM Students: Big Wood, Park Wood, Bank Bridge Meadow, and Gibb lane Wood. This has used a new module that could provide new layers of data and management information for SBIs.
9	Local Nature Reserves: increase the coverage of LNRs in line with national guidance to 1 ha of LNR per 1,000 residents	Identify potential Local Nature Reserves or similar opportunities to reach target coverage of 1 hectare LNR per 1,000 residents in line with national guidance, over the 10 year lifetime of the Strategy – including Southern Cemetery and Moston Vale as candidate sites and within Parks	MCC, NE, GMEU	Citywide	2019-21	Continued work towards this target.
10	Health and wellbeing: deliver GI projects with a particular focus on improving health and wellbeing	Pilot the prescription of GI-based preventative health activities such as health walks, volunteering and use of courses to up-skill long term unemployed with health/addiction issues, to deliver improved health outcomes, as an alternative/complement to traditional approaches and measure the impact	NHS, MCC, Universities	Citywide	2016-20	Delivery of a successful partnership project with University of Manchester, Public Health Manchester and MCC City Policy. Second year of a three-year focussed PhD project, looking at the effects urban GI can play in relation to health and wellbeing. nov 20 bid submitted to support NG in observational analysis

Objective 2 - Use appropriate green and blue infrastructure as a key component of Owner : Julie Roscoe, Pat Bartoli

Our Manchester link: A14 - Be a beacon for sustainable design.

LL5 - improve the quality of parks, green spaces, rivers and canals, and incorporate more into new developments where appropriate.

LL7 - Improve the resource efficiency, carbon and environmental performance of all businesses.

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020- March 2021
1	Embed new and existing GI as part of residential developments	Integrate high quality GI and appropriate SUDS, and a strategy for their long-term management, into major developments, from development framework and masterplan stage to delivery. To include:				See below
		West Gorton Regeneration	MCC Guinness partnership/ Keepmoat Homes/ Communities Agency	Central	2017-20	Large new community park created. Launched July 2020.
		Northern Gateway	MCC	North	2019-24	Successful bid for £51m Housing Infrastructure Fund Over the next 5 years: - Progress plans for a brand new 15-acre riverside park over 1400 linear metres as part of the Northern Gateway development. - Remove river wall culverts and weirs to mitigate flood risk. - Address current poor water quality and aquatic habitats. - Naturalise river banks to provide opportunities for riverside habitats and planting. - Control invasive species such as japanese knotweed. - Introduce new walking and cycling routes through the Lower Irk Valley. - Introduce sustainable drainage solutions (SUDS) and swales within the park to control water run-off from new development.
		New Collyhurst Park -aligned to a phased delivery of new housing in Collyhurst	MCC	North	2019-24	Deliver the first phase of the New Collyhurst Park, which will connect Collyhurst to the City River Park via Sandhills Park and which will include: - Water features providing sustainable drainage whilst referencing the existing watercourse beneath the ground; - Play areas; and - Lawn areas providing open space for sport and recreation.
		Ardwick Green NDF area	MCC	CC,	Ongoing	Adjacent to Mayfield SRF area, the NDF, will seek to increase greenspace, biodiversity and ecology in the area. Draft NDF approved for public consultation Nov 2020

2	Embed GI as part of city centre developments	Where appropriate integrate high quality GI and appropriate SUDS, and a strategy for their long-term management, into major developments, from development framework and masterplan stage to delivery. To include:		Citywide	2015-2025	(See below)
		St John's public realm strategy	MQL (partnership between Allied London & MCC)	CC	2019-21	The Factory Arts and Cultural Centre plus a landscaped events space, hotel, work and retail space. Ongoing delivery of a place making strategy involving 13 acres of public realm with hard landscaped public realm. street trees, green walls and access to the riverside.
		Great Jackson St SRF	Renaker, MCC, De Trafford	CC	2018 -	Ongoing. A new SRF was agreed in May 2018. The aim is to create a high quality residential neighbourhood underpinned by the creation of a high quality environment including areas of public space, shared/private amenity space and new pedestrian linkages and connections. The Owen Street development is on site, which includes a large riverside public open space. Two out of the four buildings have been completed with the landscape works commenced. Crown St proposals, which include a large green public space, have received planning permission. Building work has commenced with the open space to follow.
		New Cross Public Realm Strategy and supporting Delivery Strategy	MCC and developer partners	CC	Approved Nov 2017	Ongoing. Currently a monitoring group (which will include representatives from Planning, Highways and Public Realm) is being put in place to oversee the implementation of the strategy and ensure that all appropriate s106 contributions and / or improvements to be delivered via planning conditions are captured at the decision-making stage. This to ensure that necessary upgrades to the public realm are delivered in a coordinated and collaborative way to support the creation of a successful residential neighbourhood.
		Mayfield public realm	LCR, MCC, TfGM	CC	2018 - 28	SRF Approved Feb 2018. The Council is working with partners to deliver a major new 6 acre city centre park as part of the Mayfield regeneration proposals. The Mayfield SRF area is adjacent to the North Campus area and will be easily accessible by those who live and work in the area. A planning application submitted and permission granted Feb 2020. Site preparation and construction has begun.
		Medieval Quarter	MCC, Cityco, Chethams, Cathedral	CC,	2016 - 21	This includes a public realm strategy for the Medieval Quarter predicated on a landscaping scheme which provides an appropriate setting for some of the city's most historic architecture. Funding secured for Phase 1a with the planned start on site early 2019 delayed to allow consideration of an Arena attack memorial to be incorporated into Phase 1a. Memorial funding secured and planning application submitted. Due to start on construction on site early 2021.

	Great Ducie Street	MCC and land owners	CC	2018 - 23	<p>Development contributes directly to the city's G&BI Infrastructure Strategy, placing an emphasis on high quality place making. The area possesses natural assets, notably the River Irwell which offers a significant opportunity to create high quality public spaces.</p> <p>SRF approved in August 2018 includes high quality public spaces which will be delivered through a phased approach as part of future development. A key green space is proposed within the 'park place' character area. Planning permission granted for the college 2020.</p>	
	North Campus Strategic Regeneration Framework (ID Manchester)	UoM, MCC	CC	2017- 27	The North Campus SRF proposals maintain and extend the area's existing characteristic of smaller pocket parks/ green spaces rather than a single larger space, with a slightly larger area of green space than exists now (2,330sqm). Any trees lost during development will be replaced/replanted on other green areas of the site. Detailed design will include landscaping strategy relating to existing trees, planting and biodiversity. An investment framework across the whole site will be needed to deliver any additional amenity.	
	Kampus	Henry Boot, Capital & Centric	CC		Large site for retail and apartment development adjacent to the canal.	
	Manchester Science Park	MSP, MCC	CC	2019-24	Currently consulting on an updated SRF to be approved in 2019. This will allow for the co-ordinated delivery of increased floorspace together with GI which will have a robust maintenance strategy.	
	Implementation of City Releaf City Centre opportunity mapping as opportunities arise.	MCC	CC	2019-21	Used by planning to identify possible tree planting ops in NQ and Around Aytoun St.	
3	Embed GI as part of major employment developments	Airport City	Manchester Airport City Group, MCC, Plan.it and developer partners	South	2012-2027	Ongoing development of international business destination, including offices, hotels and ancillary retail in a high quality environment. Development of Airport City ongoing and forms part of Manchester's Economic Recovery and Investment Plan (ERIP)
	Lincoln Sq, Brazennose Street	MCC	CC	2018-20	Currently on site. Funding strategy agreed to improve public realm, hard landscape and street trees, enhancing the connection between Spinningfields and the Civic Quarter.	
	Circle Square	Bruntwood	Central	2015-19	Mixed student residential, leisure and office development. Two student blocks already delivered and occupied with a fast development timescale for the remainder of the scheme. The scheme includes over 23,000sqm of public realm with significant green space (equivalent of four football pitches), 180 semi mature trees and over 1,000 plants and flowers. Scheme nearing completion.	
	Eastern Gateway - Piccadilly/HS2 SRF	MCC, HS2, Network Rail	Central/ Ardwick	2019-22	Ongoing involvement around design development. Submission for design refinement in December 2020.	

		Portugal St East SRF Area	MCC, Capital & Centric	Central		Includes Leonardo Hotel on Adair Street - public realm improvements with planters and new street trees, a green facade and a green roof.
		Deansgate Ramada Hotel area	MCC	CC	Long term	SRF shows removal of car park and hotel with the construction of three new buildings to create commercial development and a new hotel with G&BI and improved riverside access.
		Piccadilly Gardens	MCC, TfGM	CC,	2021-	Consultation due to commence end of 2020/ beginning 2021. Demolition of freestanding wall completed. Final design is subject to consultation.
		Former Central Retail Park	MCC	CC	Ongoing	The development framework was adopted October 2020. Includes extension of Cotton Fields Park, introducing new soft landscaping and increased biodiversity on site.
4	Retrofit new GI to existing buildings, particularly in the city centre	MCCA and partners to deliver a programme of events to promote GI retrofit to city centre building owners and developers, including showcasing existing good practice	MCCA GI, UK GBC	Citywide	2018 - 20	Continued liaison with development management and use of expertise within GBI Stakeholder Group where appropriate and as opportunities arise. Dec 2020 UK GBC Engagement Event with IGNITION Project
5	Embed GI as part of new schools and major refurbishment	Deliver 'water resilient places' pilot project	BiTC, MCC	C	2018-21	Appointment of part time Officer role for IGNITION Project pipeline in development.
6	Establish temporary 'meanwhile' uses on sites awaiting development	Cityco and partners to develop stewardship and adoption of city centre GI	Cco, CRT	Citywide	2018 -22	SRF Approved Feb 2018. The Council is working with partners to deliver a major new 6 acre city centre park as part of the Mayfield regeneration proposals. August 2020 - 23 Million Government grant approved for first phase including park.

Objective 3 - Improve connectivity and accessibility to green and blue infrastructure within the city and beyond Owner: Steve Robinson, Alan Cayton, Duncan McCorquodale

Our Manchester links: A13 - Be on a path to being a zero-carbon city by 2050.
LL2 - Encourage walking, cycling and use of public transport, and continue to invest in infrastructure this requires

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020- March 2021
1	River valleys and canals: enhance river valleys and canal tow paths to improve accessibility and use as active transport corridors	Maintain accessible routes though Irk valley and Moston Brook	RVIs,	North	2015-21	Ongoing. Basic maintenance only due to Covid. Green Trail refined and includes promotion of RVI routes.
		Develop Mersey Valley Strategy	MCC, RSPB	South	2020-21	New Our Rivers Our City work commissioned
		River Valley Park along R Irk as part of Northern Gateway	MCC, FEC	CC, North	2019-24	MCC involved in developing landscape led plans for 7 spaces linked as part of a City River Park Network
2	Green routes: greening transport routes (e.g. tramlines, footpaths, cycle routes, roads, rail corridors including disused), to encourage walking and cycling, reduce flood risk and provide corridors for wildlife	TfGM and partners to deliver the Green Corridor programme to encourage increased walking and cycling and measure the impact in terms of use and health outcomes	NHS, CoT, MCC, TfGM, GW, LWT, universities	Citywide	2015-21	Ongoing. TfGM are working in partnership with MCC, CoT, the Ramblers Association and Living Streets to refresh Manchester's Green Trail (previously called Manchester's Green Corridor) - a walking circuit made up of 14 routes originally established in 2012. These routes connect many of the City's parks, woodlands and open spaces. Delivered
		Develop and agree an approach with Network Rail and TfGM to encourage the management of transport corridors, including train lines, as green and blue assets that can provide multiple benefits, including providing an attractive welcome to the city	NR, TfGM, MCC, CoT, GW, Universities	Citywide	2015-20	Schemes delivered through TfGM along tram corridors in south, north and east Manchester. Potential to take this further through appropriate contacts within Network Rail being explored.
		Establish a programme of citywide SuDS retrofit and identify funding for delivery	MCC	Citywide	2015-21	Ongoing. Discussions have taken place with United Utilities regarding adoption of SuDS to be picked up with Flood officers and through IGNITION. May 2020: pipeline of possible MCC sites being developed.

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020- March 2021
		Greater Manchester Growth Deal - Great Ancoats Street (between Oldham Rd and Pollard St). This project will reduce barriers and improve pedestrian access between the city centre and residential/commercial areas to the north west. It involves re-aligning existing, and introducing new pedestrian crossings, and enhancing the public realm, including the provision of a significant number of new trees; the trees will replace those lost through another Growth Deal scheme at Regent Road.	MCC / TfGM	City Centre and Fringe	by 2020/21	Ongoing. The scheme was granted Conditional Approval in April 2018, in line with the agreed Growth Deal governance arrangements. Works started on site in February 2020 and are due to be completed in January 2021. Tree planting has begun and will be complete by early January. 63 trees will be planted in total. Slightly less than first thought due to utilities being in the way.
3	Cross boundary working to improve access and connectivity	Link GI within the city with surrounding assets within GM, ensuring that strategic level approach to GI including accessibility is incorporated within any review of the Core Strategy and within the GM Spatial Framework	MCC, GMCA,	Citywide	2015-21	Continued collaborative working with GM Districts, through Natural Capital Group, Natural Course, IGNITION project and Biodiversity Net Gain work.
		Rochdale Canal / Moston Brook connection with Oldham	MCC, OMBC	N, Oldham	2020-25	Initial meeting held with the Moston Brook project officer regarding a potential scheme to improve cycling and walking links from The Fairway in Moston leading to the Co-op Academy Broadhurst. The funding scheme is the Green Recovery Challenge Fund and a decision is expected in the new year, when they will revert back to Highways.
		Continued support and promotion of Trans Pennine Trail (TPT) initiative MCC works with the central TPT team at Barnsley on governance, overall finance, management, marketing etc, which includes an annual payment by MCC of around £4000. MCC works with other GM LAs on the route on cross-boundary matters, meeting 3 times a year	MCC, TPT	S	2015-21	Ongoing repairs and maintenance, mainly actioned by highways or neighbourhood team. - Events to increase awareness and use including Chorlton St Clements Church fun run and Ultra Marathon (postponed to 2021 due to covid) - New bridge at Jackson's Boat. - Upgrading of footpaths around Jackson's Boat/Chorlton to bridleway status, for use by equestrians and cyclists Annual monitoring exercise to check for any issues.

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020- March 2021
4	Use active and sustainable transport to access green infrastructure in the city and beyond	Mayor's Challenge Fund (MCF) Bee Network Schemes accepted for Programme Entry June 2019 (further details below): Chorlton Cycleway Northern Quarter Princess Rd/Mancunian way Levenshulme Rochdale Canal Metrolink Cycle Parking	MCC TfGM	Citywide	2019- 22	Full business cases to be worked up (See below for further detail)
		Chorlton Cycleway. Proposed 5km, largely segregated, cycleway between Chorlton and City Centre. This will improve access from the City Centre to the Mersey Valley and the TPT through the Hardy Lane corridor	MCC	S	Construction 2019-21	Work has completed on phase 1a at the northern end of the scheme with Phase 1b currently underway. Works are due to commence on Phase 2 in Upper Chorlton Road in January 2021 and Phase 4 in February 2021. Designs for Phase 3 in Manchester Road, Chorlton are being reviewed and further local consultations are underway.
		Northern Quarter Cycleway between Piccadilly and Victoria Stations will connect with Regional Cycle Route 86 connecting with the Ashton Canal, National Cycling Centre, Medlock Valley in the east and Irwell River Park and Salford Quays in the west, improving cycling and walking links between the two stations.	MCC	CC	Construction TBC	The public consultation closed in Feb 2020, and final designs being worked up. Some elements of this scheme have already been implemented on a temporary basis as part of social distancing measures at Thomas Street, Stevenson Square and Ducie Street. It is hoped to make many of these schemes permanent as part of the Northern Quarter scheme. It is expected that works at Withy Grove and Shudelhill will also be progressed in 2021
		Princess Rd/Mancunian Way - Improving access for city centre residents to open space beyond the city centre	MCC	CC	2019-20	This scheme includes roundabout improvements – removal of subways and surface level pedestrian and cycle crossings facilities and is nearing completion. This junction on the busy Manchester Salford Inner Ring Road (MSIRR) has been a significant cause of severance within the Bee Network for pedestrians and cyclists. This scheme will be addressed through the introduction of fully segregated high-quality signal control crossing-points for pedestrians and cyclists on all arms of the junction

Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020- March 2021
	Levenshulme and Burnage Active Neighbourhood - includes a series of signalised and minor junction upgrades, parallel crossings, modal filters and investment in streetscapes to encourage local trips on foot or by bike.	MCC	C	2019 -	Consultation has now taken place on Phase 1 of this scheme regarding experimental prohibition of driving orders in Levenshulme. 6 months of trials will now take place early in 2021. Burnage will form the second phase of the works
	Rochdale Canal (£1.3m) -includes improvements to the canal towpaths, improved access under a low bridge at Butler Street, and improved accessibility to four sets of steps.	MCC CRT	C	2019 -	The outline design has now been completed including the towpath surface up to 3m wide where possible. Not all works will be achieved within the current budgets so work will commence on site following a prioritisation exercise.
	Northern and Eastern Gateway Connectivity – A parallel route to Great Ancoats Street providing a safe and convenient cycle link to the north of the Manchester and Salford Inner Relief Road.	MCC	CC	2019-	Following consultation last April the designs are being reviewed and updated and will be subject to further consultation in 2021. The scheme may be impacted by a number of other developments in the wider area which may affect timescales. Construction is currently anticipated to be 2021/2
	Beswick - includes more of a filtered neighbourhood approach by reducing the number of through routes for cars	MCC	C	2019-	Phase 1 is expected to commence on site in January 2021 with Phase 2 following in April 2021.
	Oldham Road - Introduces segregated cycle lanes	MCC	C	2019-	Introducing segregated cycleways to both sides of Oldham Road from the Intermediate Relief Road to the North Manchester Connectivity project. Feasibility study begun, work is on hold pending the outcome of the study on Rochdale Rd for Northern Gateway to establish the role of the arterial routes north of the city centre, including Oldham Rd. Currently funding is only available for design work, there is no construction budget identified as MCF is oversubscribed.
	North Manchester Connectivity - provides a link (via Oldham Road) from the city centre to the north west of Manchester	MCC/ RBC/ OBC	N	2019-	Work to commence on this project following on from Rochdale Rd study and understanding of role of Oldham Rd in provision of walking & cycling infrastructure. Budgets would need to be secured.

Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020- March 2021
	Manchester Cycleway (Fallowfield Loop) improvements	MCC/ TfGM/ Sustrans	S	2019 -	Consultation has taken place on this scheme. The scheme would involve widening, improving access points to local communities and improving lighting
	TfGM Bee Network Crossings - 8 improved crossing points in Harpurhey and one in Beswick, design led by TfGM. Aims to improve connectivity across points of severance.	TfGM / MCC	N, E	2021	A range of interventions such as: modal filters, signalised parallel crossings, parallel zebra crossings and upgrading existing crossings to Toucans. First phase of the MCF Bee Network Crossings project that will be rolled out across all districts in Greater Manchester, using a central delivery model.
	Metrolink Cycle Parking - will improve accessibility to Heaton Park	MCC/ TfGM	N	2019 -	TfGM have applied for funding for additional cycle parking for all Metrolink Stations on the Bury line north of Piccadilly (Queens Road, Abraham Moss, Crumpsall and Bowker Vale). Design development and work on the business case are running in parallel with works expected to begin on site in the summer of 2021
	Identify and promote public transport routes that can be used to access major parks and greenspaces in Manchester and beyond	MCC, TfGM, CoT	Citywide	Ongoing	Green Trail revised and relaunched
	Explore the development of a network of walking and cycling routes to access open spaces in Manchester and beyond	MCC, TfGM	Citywide	Ongoing	This work is being developed as part of the wider GM wide Bee network of cycling and walking infrastructure and is in early inception stages.
	Wildabout Walking Review	MCC	CC	2020 -	Work carried out in 2007 originally identified 14 'breathing places' in the city centre. Work is now underway to review these spaces and new spaces that have been created, linked together to provide walking opportunities.

Objective 4 - Improve and promote a wider understanding and awareness of the benefits that green and blue infrastructure provides to residents, the economy and the local environment

Owner: David Houlston

Our Manchester link: A11 - Be a City recognised for its high quality of life, with improved green spaces and access to world-class sport, leisure and cultural facilities.

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020- March 2021
1	Monitor existing GI within the city	Universities and the Council to establish a mechanism for ongoing review of GI across the city in order to understand distribution and changes over time. To include open access data, wherever possible.	Universities, MCC, LO, STAT, MM	Citywide	2015 Onwards	Further refinement of datasets as part of the refresh of the G&BI Strategy Implementation Plan through GrowGreen: Our Rivers Our City work commissioned Tree Opportunity maps produced by CoT Managing Manchester's Trees work commissioned Biodiversity Strategy Draft being developed Nature Recovery Network habitat and species appraisal underway GI detailed appraisal underway through Ignition Planning support system being developed through Ignition Nature of Manchester/Adaptation pathway assessment underway Natural England GI Standards Pilot/ Local Nature Recovery Network Pilot underway
2	Embed GI in key plans and policies	Embed GI into the review of the Local Plan in line with Our Manchester We Wills	MCC	Citywide	2019-22	Local Plan Consultation Began January 2020
		The Council, Registered Housing Providers and other partners to integrate GI as part of place plans, with assets and priorities for action identified, and clear responsibility for delivery.	MCC, RHPs	Citywide	2015-20	Ongoing. RHPs developing independent plans.

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020- March 2021
		Ward councillors and local communities to include GI activity in ward plans as appropriate, drawing from the Eco neighbourhoods pilots in Gorton, Rusholme, Whalley Range, Moston, and Old Moat	Ward Councillors, COM	Citywide	2020-21	Climate Action Plans being developed for a number of wards including the City Centre, Longsight, Northenden, Ardwick, and Hulme
		Integrate GI as part of the refresh of the Manchester Health & Wellbeing Strategy, recognising the ability of G&B to deliver positive mental and physical health outcomes.	MHWB	Citywide	2020	Final year of 3 year focused PhD project, looking at the effects urban GI can play in relation to health and wellbeing. New MoWhawk Observational Assessment tool to be piloted. Possible trial with Northern Gateway.
		MCC, GMEU, LWT and other partners to review the Manchester Biodiversity Action Plan in the context of the new GI Strategy and agree next steps	MCC, GMEU, LWT	Citywide	2018 -22	Wildlife Trust working in partnership with MCC to engage with residents and other stakeholders to deliver a new biodiversity vision and action plan for Manchester. 2020: Global Biodiversity Framework development, New covid lockdown survey with over 1000 respondents, Wildlife Trust successful with a Green Recovery Fund bid for Greater Manchester. Full Public survey delivered; over 2000 people engaged with the survey via new web page and social media campaign. 2018: Two new staff employed
		MCC, CoT and other partners to review the Manchester Tree Strategy Action plan in the context of the new GI Strategy and agree next steps	MCC, CoT	Citywide	2020-22	New GM All Our Trees Strategy Produced. MCC supporting work around tree management and opportunity mapping. 2020 CoT commission - tree opportunity maps. 2020 Managing Manchester's Trees commission. 2020/22 Recruitment of New MCC Tree MMT Officer

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020- March 2021
		The Greater Manchester Transport Strategy 2040 (formerly LTP) was published by TfGM in February 2017 and sets out long-term proposals to create a cleaner, greener, more prosperous city region through better connections and simpler travel supported by a five year delivery programme.	TfGM	Citywide	2020-25	Ongoing. Within the strategy there is a focus on improving the quality of life of residents, partly through providing good walking, cycling and public transport access to leisure facilities and links to green spaces. January 2019: Publication of Draft Delivery Plan 2020-2025 setting out 65 transport projects that are planned to be delivered in the next five years towards meeting the objectives of the strategy. See Objective 3 above.
4	Showcase local best practice and seek recognition for delivered projects	Create an interactive, publicly accessible, web based project database and map to capture planned and completed GI projects	MACF GI, UoM, MMU	Citywide	2015-22	No Progress - possible alignment with beacon Trees Mapping tool.
		Applying for national awards wherever appropriate e.g. Britain in Bloom RHS Awards for community greening projects	MCC + others as appropriate	Citywide	2015-22	2020 CRT Win Green Flag Award for City Centre canal stretch, 2019: 152 In Bloom awards, 2018 154 In Bloom awards, 2017: 166 In Bloom awards, 2016: 126 In Bloom awards, 2015: 130 In Bloom awards
		Development and promotion of case studies demonstrating best practice	MCC and all other stakeholders	Citywide	2015-21	70 case studies already produced and accessible
5	Raise the awareness of the benefits of GI through public communication, education and training	Use the publicity around nationally promoted GI projects to improve local awareness of GI benefits and encourage behaviour change.	MCC + others as appropriate FoE, UoM	Citywide	2019 -21	June 2020 - Manchester Festival of Nature (MFoN) digital campaign launched, Our Rivers Our City digital engagement campaign launched. City Nature Challenge - Over 5000 observations with over 200 people engaged through lockdown - the largest number of participants in the northwest. OROC Consultation Live

	Headline Action	Action	Stakeholders	Location: N,S,C,CC	Timescale	Actions for 2020- March 2021
		Embed GI in public activities aimed at behaviour changing e.g. to increase community responsibility and ownership of shared spaces	RHP, MCC	Citywide	201- 21	Ongoing. See Case Studies and Bloom Awards above
		Disseminate information on new opportunities for local groups to become involved in GBI through liaison with neighbourhood officers.	MCC, local groups	Citywide	2018-2021	Development of Neighbourhood Climate Change Plans in wards across the City.
		Training session for developers, planners, urban designers, to increase awareness of cost benefits of incorporating SuDS in development and highways schemes.	MACF, MCC	Citywide	2019-22	May - GrowGreen training seminar on Nature Based Solutions Also promoted Webinars on NBS via the GBF as part of the Edinburgh process, working towards a post 2020 Global Biodiversity Framework. Promotion through Euro Cities, Clever Cities, Cities with Nature platforms.
		RSPB appoint new family engagement officer	RSPB, MCC	Citywide	2016 - 21	2020 new part time post holder appointed, but furloughed due to Covid.
		Manchester Museum to identify opportunities to promote the city's natural environment at national and international level	MM	C	2019 -21	April 2020: City Nature Challenge; over 5000 observations - the highest number of participant in the NW (over 200) despite lockdown. Increase in recordings from last year despite lockdown.
6	Raise the profile of Manchester as a an attractive place to live with access to high quality GI within and beyond Manchester	Use the city's GI to attract visitors and create new recreation opportunities.	MCC, MFoN Partnership	Citywide	2020	May: GrowGreen virtual General Annual Assembly with GI Strategy focus to Grow Green network. Global Biodiversity Framework consultation; Manchester considered as a possible signatory.

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Manchester Tree Action Plan 2016-20 - Progress Update January 2021

Objective 1 – Managing Sustainably

	Headline Action	Potential Projects/Activities	Delivery Agencies	Timescales	Progress
1	Map and monitor changes in the amount and distribution of trees across the city	Refine datasets of tree and woodland cover	Universities, CoT, GM partners, FC	2017-20	CoT were commissioned to identify tree planting opportunities within wards. This work will be refined using development layers to identify possible locations for tree planting in conjunction with Eco System Services valuation.
2	Develop a fuller understanding of the city’s tree resource	Deliver annual highway tree inspection programme	MCC	2016-20	New MCC Tree Management System in operation. MCC Arboriculture team are now assessing each ward for suitability for tree planting opportunities using the new system.
		Investigate online mapping tool of planned tree works in the City	MCC, CoT, FC, Universities	2016-20	Ongoing. Possible refinement of new Beacon Trees mapping work.
		Encourage network of data gathering and information sharing, e.g. University access to canopy data for research	Universities, CoT	2017-20	MCC is an active partner of the CoT GM Forest partnership. Data sharing and consistent dataset appraisal has been instrumental in developing the new GM tree and woodland strategy “All our Trees”.
		Investigate opportunities for valuing Manchester tree stock, including the development of an ecosystem services valuation of treescape			New MMT Commission will look at: <ul style="list-style-type: none"> • Evolution of the city's treescape • Managing the city’s treescape • Opportunity mapping

	Headline Action	Potential Projects/Activities	Delivery Agencies	Timescales	Progress
3	Ensure continued and sustainable management of all trees and woodland, and best practice approaches employed	<p>Develop, agree, and embed principles of tree management in Manchester.</p> <p>Develop tree and woodland management plans for MCC parks and greenspaces, which include:</p> <ul style="list-style-type: none"> • No waste timber going to landfill • Consideration of sustainable uses of woodland by-products <p>Develop tree-focussed opportunity mapping for:</p> <ul style="list-style-type: none"> • Parks and open spaces • City centre • Neighbourhoods <p>Encourage the development of tree and woodland management plans by all landowners and managers of trees in Manchester</p> <p>Develop tree management good practice case studies as part of Manchester G&BI Group</p>	<p>MCC</p> <p>MCC, CoT, GMEU, CGs</p> <p>MCC CoT</p> <p>RHPs, Universities, Network Rail, other landowners</p> <p>Manchester G&BI Group</p>	<p>2017-20</p> <p>2016-20</p> <p>2016-20</p> <p>2016-20</p> <p>2016-20</p>	<p>Tree officers are using the document daily, and this approach has been picked up by other tree officers across GM, and housing providers.</p> <p>Ongoing - Park Strategy approved. Tree-related best practice being embedded in Park Management Plans.</p> <p>Appointment of new River Valley and Urban Countryside lead will support natural environment initiatives in parks</p> <p>5 new SBI management plans produced</p> <p>Wythenshawe Park Masterplan being developed.</p> <p>New neighbourhood appraisals for tree planting being delivered by Arboriculture team. Systematic needs-based assessment looking at trees on verges in areas of low street tree cover.</p> <p>RHPs developing independent tree management policies and plans</p> <p>Tree-related case studies produced including NT Green Academies, Grow Green, West Gorton Community Park</p>

	Headline Action	Potential Projects/Activities	Delivery Agencies	Timescales	Progress
4	Ensure green and blue infrastructure (including trees and tree management) are considered as part of major new developments and retrofits, policy and strategy reviews where appropriate.	<p>Major development projects to include:</p> <ul style="list-style-type: none"> • Transport infrastructure changes e.g. bee network • Mayfield • Medieval Quarter • St Johns • Kampus • Northern Gateway <p>Local Plan Review</p>	<p>MCC, TfGM, Developers</p> <p>MCC</p>	<p>2016-20</p> <p>Dec 2020</p> <p>2020-23</p>	<p>Ongoing. First stakeholder engagement undertaken on Northern Gateway and NG GI Group established</p> <p>Mature tree avenue planted to help create Great Ancoats Boulevard; 62 trees in total.</p> <p>Issues stage consultation undertaken</p>
5	Develop climate-resilient approaches to tree and woodland management	<p>Encourage use of trees within broader climate-resilient adaptive plans e.g. Sustainable Urban Drainage projects, public realm improvements</p> <p>Develop Ash Dieback Strategy in partnership with Natural Capital Group</p> <p>Encourage diversity of tree stock e.g. appropriately diverse species and age ranges to help increase resilience to pests and disease</p>	<p>GM CoT, MCC RPs</p> <p>GM, CoT, MCC, FC</p> <p>CoT, MCC, RPs</p>	<p>2016-20</p> <p>2016-20</p> <p>2016-20</p>	<p>Ongoing. Potential tie in with Wuhan Sponge Cities network through the GrowGreen Project, looking at key Nature Based Solutions to provide flood resilience and via Our Rivers Our City strategy development.</p> <p>Ongoing. National Forestry Commission monitoring underway. GM looking at potential for Ash Dieback Action plan. MCC Arboriculture team looking at developing an approach to tie in with this.</p> <p>Ongoing climate resilient tree stock list developed to support the MCC Tree Planting Programme</p>

	Headline Action	Potential Projects/Activities	Delivery Agencies	Timescales	Progress
6	Develop partnership projects that sensitively improve the functionality of the treescape	<p>Develop appropriate projects to deliver the City of Trees vision in Manchester including:</p> <ul style="list-style-type: none"> • Forest Schools • Southern Cemetery Beacon Trees project • Community Orchard planting and management • Beacon trees Mapping Project <p>Managing Manchester Trees</p> <p>Woodland Futures Project</p>	<p>LWT, MBP, MVP, GW</p> <p>MCC</p> <p>CoT, OP</p> <p>TEP, MCC, CoT, FoTE</p> <p>TEP, MCC, CoT</p> <p>CoT, MCC</p>	<p>2016-20</p> <p>2019-20</p> <p>2016-20</p> <p>2020-21</p> <p>2020 – 21</p> <p>2020 -21</p>	<p>Forest Schools mapping work being undertaken</p> <p>Improve Southern Cemetery as an Urban Arboretum:</p> <ul style="list-style-type: none"> • Dec 2019; 26 Mature trees planted. • Dec 2020 further 30 tree locations identified. <p>Outline plan to engage communities with orchard planting and management being developed with the orchard project and MCC</p> <p>Develop pilot scheme to collate and assess suggestions for tree planting in neighbourhoods.</p> <p>New MCC Commission looking at tree management and mapping</p> <p>Develop sustainable management improvements in three Wythenshawe Woodlands</p>

Objective 2 – Planting Appropriately

	Headline Action	Potential Projects/Activities	Delivery Agencies	Timescales	Progress
1	Ensure continued healthy and diverse tree canopy cover across the city	<p>Sustain tree and woodland canopy cover of 20% average to 2025</p> <p>Deliver suitable and sustainable tree planting projects which support biodiversity, in line with the G&BI Strategy, tree audit baseline, park strategy and neighbourhood place plans, including:</p> <ul style="list-style-type: none"> • One-for-one tree replacement for highways trees • Delivery of tree replacement policies across city • 150 Highways trees planted annually (combination of new and replacement) • 1000 hedgerow trees planted annually • 1500 trees planted annually <p>Develop Beacon/Heritage Trees Mapping project</p>	MCC, RVIs, RPs, CoT, Woodland Trust, LWT, TfGM	2016-25	<p>2020/21 - Start of climate-resilient tree planting programme.</p> <p>2019/20 - 10617 trees planted including 7612 Hedge trees</p> <p>2018/19 - 2994 trees planted including 3 orchards and 582 hedge trees</p> <p>2017/18 - 4933 trees planted including 4 orchards and 1585 hedge trees</p> <p>2016/17 - 2961 trees planted, including 6 orchards and 832 hedge trees</p>
2	Continued planting of community orchards in suitable locations	<p>Planting of at least 4 new community orchards annually</p> <p>Mapping of community orchard locations</p> <p>Encourage cropping, harvesting, distribution and usage of food provided</p>	<p>RFW, CoT, RPs, MCC, OP, CGs</p> <p>MCC, OP, CoT</p> <p>OP, CoT, RFW, CGs</p>	<p>2017-20</p> <p>2017-20</p> <p>2016-20</p>	<p>48 orchards planted cumulatively</p> <p>Ongoing Collaboration with OP New Project bid to build capacity and training around orchard planting and Management</p>

	Headline Action	Potential Projects/Activities	Delivery Agencies	Timescales	Progress
3	Investigate mechanisms for funding new tree planting, management, and maintenance	<p>Support the delivery of the City of Trees Vision for Greater Manchester by:</p> <ul style="list-style-type: none"> Active involvement in the GM Forest Partnership (GMFP) Working collaboratively to develop sustainable tree planting and management project ideas through, for example: <ul style="list-style-type: none"> MCC Parks and greenspaces opportunity mapping programme and tree sponsorship opportunities Investigating commercial opportunities for trees and woodlands Neighbourhood tree planting opportunities 	MCC, Manchester G&BI Group, CGs	2016-20	<p>Virtual GMFP meetings held in 2020– GM Tree and Woodland Strategy developed and signed off with GMCA</p> <p>MCC part of successful GM-wide bid to Defra to encourage woodland planting. MCC working with parks team and Arboriculture team to identify suitable locations.</p> <p>MMT work will look to investigate funding opportunities for woodland management in Manchester</p> <p>Arboriculture team developing neighbourhood opportunity maps. Beacon trees mapping tool being developed.</p>
4	Develop a climate resilient approach to tree planting	<p>Utilise a mixture of native and non-native planting projects to ensure resilience against pests and diseases</p> <p>Reduce risk of tree pests and disease by ensuring all new trees planted are from registered and approved sources</p> <p>Promote SuDS friendly demonstrators e.g. GrowGreen, West Gorton</p>	<p>MCC, Manchester G&BI Group, CoT, CGs</p> <p>MCC, CoT</p> <p>CoT, MCC, RPs</p>	<p>2016-20</p> <p>2016-20</p> <p>2016-20</p>	<p>Ongoing. Climate Resilient Species list being developed. Ash Dieback Action Plan being considered as part of MMT project.</p> <p>Ongoing</p> <p>West Gorton Community Park Opened in July 2020</p> <p>Our Rivers Our City looking to embed climate- and flood-resilience into River Valley Action Plans</p>

Objective 3 – Protecting Strongly

	Headline Action	Potential Projects/Activities	Delivery Agencies	Timescales	Progress
1	Investigate effective tree replacement and compensation measures	Develop and agree appropriate compensation measure for tree loss and replacement in Manchester	MCC, CoT	Developed 2018-19, Use is ongoing	Ongoing. Cavat tree value assessment being used by MCC planners alongside the Manchester Residential Quality Guide which includes minimum 2:1 tree replacement
2	Ensure trees of high value are designated as Tree Preservation Orders (TPOs)	Continue to designate new TPOs as appropriate	MCC	2016-21	Ongoing
		Enforce as appropriate against unauthorised works to trees protected by tree preservation orders or within conservation areas	MCC	2016-21	Ongoing
		Promotion of the Tree Preservation Order process via neighbourhood teams	MCC, CoT, Partners	2016-21	Ongoing
3	Sites of Biological Importance (SBIs): increase the number of SBIs in active management to conserve, protect and enhance biodiversity	Increase the number of sites of biological importance (SBIs) in active conservation management by 1-4% annually, working with landowners and land managers	MCC, GMEU	2016-21	<p>2020/21: 62% of SBIs in active conservation management</p> <p>2019/20: 62% of SBIs in active conservation management. Loss of Barlow Eye SBI.</p> <p>2018/19: 63% of SBIs in active conservation management. Rosehill Wood Management Plan in place</p> <p>2017/18: 61% of SBIs in active conservation management. Gibb Wood work undertaken</p> <p>2016/17: 58% of SBIs in active conservation management. Active work with UoM volunteers on Painswick Park Meadow and Castle Hill SBIs</p>
	Provide statistical report to Defra annually	MCC	Annual		

	Headline Action	Potential Projects/Activities	Delivery Agencies	Timescales	Progress
4	Use planning conditions to ensure high standards of tree works, protection and management	<p>Tree officers to provide guidance and advice through the planning process to ensure compliance of tree works against:</p> <ul style="list-style-type: none"> • BS 5837 (the British Standard for Trees in relation to design, demolition and construction) • BS 3998 (the British Standard for Tree Work) 	MCC, Developers	2016-21	Ongoing through work of tree officers

Objective 4 – Involving Creatively

	Headline Action	Potential Projects/Activities	Delivery Agencies	Timescales	Progress
1	Further develop research into the benefits of trees	Ongoing programme of collaborative GI research including trees, to measure the impact of GI across the range of social, economic and environmental benefits set out in the Strategy.	Universities, MCC, Manchester G&BI Group, MCCA	2019-22	Ongoing. Ignition Project has developed an evidence base assessing over 1000 sources of information including 193 pieces of focussed research around the benefits of street trees. Both Ignition and the Grow Green projects have real life living lab assessments underway about the effectiveness of street trees in the urban environment in terms of helping combat climate change.
		Protecting Playgrounds	Groundwork, University of Lancaster	2016-20	Project will look at the best tree species for hedges that can possibly help negate the effects of air pollution. Tredges installed. Awaiting results, delayed due to furloughed staff.
		Update GI evidence base with tree and woodland related research	CoT, MCC, GM partners, Universities	2020	i-Trees Eco assessment of tree cover across GM; value of Manchester tree stock is c.£3m per annum
		All Our Trees – Manchester Assessment	CoT, MCC	2020/21	Initial overview of all 'plantable' opportunities across the MCC estate for maximising a range of ecosystem services. To

	Headline Action	Potential Projects/Activities	Delivery Agencies	Timescales	Progress
		Managing Manchester Trees	MCC, TEP, CoT	2020/21	be refined using housing and development layers. Evolution, management and opportunity mapping work
2	Encourage and record the delivery of community-led and - focussed tree projects and food growing	Projects to include: <ul style="list-style-type: none"> • Real Food Wythenshawe • Wythenshawe Woodlands • Green Trail • Urban Orchard Project 	RFW, CGs CoT, CGs Ramblers, CGs MCC, The Orchard Project	2016-20 2018-21 2016-20 2020	Ongoing – new funding secured A case study on woodland futures has been developed Green Trail launched July 2019, refined in early 2020. Project bid in development
3	Raise awareness of the benefits of trees	Establish social media platforms for ongoing promotion of tree-related information Ward councillors and local communities to include tree activity in ward plans as appropriate	Ward councillors, Manchester G&BI Group, CGs, MCC, OP, MCCA MCC neighbourhood teams, ward councillors, Community groups As above	2016-20 April 2019 2019-21	CoT, Woodland Trust Websites Nature of Hulme adopted and integrated into ward plan Northern Quarter Nature and Nature of Ardwick plans being developed as part of Climate Action Plans

	Headline Action	Potential Projects/Activities	Delivery Agencies	Timescales	Progress
4	Provide opportunities for community engagement, involvement and activity	<p>Support for and delivery of tree-related activity, training and capacity building. Related volunteer opportunities to include:</p> <ul style="list-style-type: none"> • “Friends of” group events and activities • Development of CoT Citizen Forester Volunteer Scheme • River Valley Initiative volunteer and engagement opportunities <p>UoM Tree Trails – A ten-year project creating world-class facilities for staff, students and visitors to enjoy as part of the university’s campus masterplan.</p>	<p>Manchester G&BI Group, Community Groups, MCC, OP, MCCA</p> <p>UoM</p>	<p>2016-21</p> <p>2017 - 2027</p>	<p>My Wild City Project and Virtual MfN . Formal citizen engagement on hold due to Covid.</p> <p>Ongoing</p> <p>Three interactive trails launched that highlight 50 of the 1,500 trees across Oxford Road Campus, North Campus and Whitworth Park. Additional tree planting expected as part of masterplan</p>
5	Showcase local best practice and seek recognition for delivered projects	<p>Apply for national awards wherever appropriate e.g. Britain in Bloom RHS Awards for community greening projects</p> <p>Encourage nomination of Champion trees as part of notable and ancient trees in Britain and Ireland register</p>	<p>MCC</p> <p>MCC</p>	<p>2016-20</p> <p>2016-20</p>	<p>2019: 152 In Bloom Awards 2018: 154 In Bloom Awards 2017: 166 In Bloom Awards</p> <p>Ongoing</p>
6	Raise the profile of Manchester as an attractive place to live, work and visit with access to high quality GI within and beyond Manchester	<p>Use of the city’s trees and woodlands to attract visitors and create new recreation opportunities.</p> <p>Promote the city’s existing parks and green spaces to maximise their usage by local communities, workers and visitors</p>	<p>Manchester G&BI Group, MCC, MCCA, MM, UoM</p> <p>MCC, Manchester G&BI Group, CGs</p>	<p>2016-21</p> <p>2016-20</p>	<p>Importance of parks and woodlands during Covid has been recognised globally.</p> <p>MCC represented at the EU Cities and Regions Conference, speaking in relation to urban forests and biodiversity, and various other international</p>

	Headline Action	Potential Projects/Activities	Delivery Agencies	Timescales	Progress
					virtual platforms including Grow Green network, Cities with Nature, Clever Cities.

Abbreviations

City of Trees	CoT
Community groups	CGs
Environment Agency	EA
Forestry Commission	FC
Friends of the Earth	FoTE
Greater Manchester	GM
Greater Manchester Ecology Unit	GMEU
Green & Blue Infrastructure	G&BI
Groundwork	GW
The Wildlife Trust for Lancashire, Manchester and North Merseyside	LWT
Manchester – Green and Blue Infrastructure Stakeholder Group	MCR GI Group
Manchester Climate Change Agency	MCCA
Manchester City Council	MCC
Manchester Garden City	MGC
Manchester Metropolitan University	MMU
Manchester Museum	MM
Natural England	NE
The Orchard Project	OP
Real Food Wythenshawe	RFW
Registered Providers (Formerly Registered Housing Providers)	RP
River Valley Initiatives:	RVI
• Irk Valley Project	
• Medlock Valley Project	
• Moston Brook Partnership	
• Mersey Valley Partnership	
Transport for Greater Manchester	TfGM

Tree and Design Action Group
University of Manchester
University of Salford
The Woodland Trust

TDAG
UoM
UoS
WT

**Manchester City Council
Report for Information**

Report to: Neighbourhoods and Environment Scrutiny Committee – 13
January 2021

Subject: Monitoring and Compliance – Construction Sites

Report of: The Strategic Director (Neighbourhoods),
The Director of Planning, Building Control and Licensing
The Head of Compliance, Enforcement and Community Safety

Summary

The report provides information requested by Members on:

- Known active construction sites across the authority;
- The city's start and end times for construction works to be undertaken and the rationale for those times;
- How many neighbouring local authorities and other core cities have the same permitted construction times as Manchester; and
- Information on the monitoring of construction sites and the approach taken to enforcement, including examples of types of breaches identified and how these were addressed.

This follows a report in February 2020 which looked at the use of and enforcement of planning conditions where impacts of construction was also raised.

Recommendations

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

Wards Affected: All

<p>Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>
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<p>The Planning System assists in mitigating impacts of climate change through the statutory framework. Planning conditions and control of construction impacts are important in ensuring development is carried out in accordance with planning policy and environmental protection legislation which includes addressing climate change to deliver sustainable economic growth.</p>

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	Planning supports economic growth in its wider context through enabling new development, creating jobs across all sectors. On specific proposals local labour benefit agreements are sought which also includes opportunities for training.
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	Planning assists in mitigating the impacts of development and provide maintained and improved infrastructure that aims to connect the city to ensure that the city is a destination of choice to live and a place where people will want to visit and work. Through new development, Planning aims to engage communities and engender pride in the city.
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.

Report to Neighbourhood Scrutiny – February 2020

1.0 Introduction

- 1.1 At its meeting in February 2020, members considered a report which provided information relating to a number of planning related matters principally around the use and enforcement of planning conditions. That same report included information on how planning works with the Highway Authority on issues relating to construction management and our social providers through their development activity.
- 1.2 Members have now asked for a report which focuses on construction sites in the city. Specifically:
- Known active construction sites across the authority;
 - The city's start and end times for construction work to be undertaken and the rationale for those times;
 - How many neighbouring local authorities and other core cities have the same permitted construction times as Manchester; and
 - Information on the monitoring of construction sites and the approach taken to enforcement, including examples of types of breaches identified and how these were addressed.
- 1.3 This it is understood is in the context of concerns being raised by residents about adverse impacts from the construction phase of development.

2.0 Background

- 2.1 Development is key to the city's growth and residential agenda and moving forward this will be an essential part of economic recovery post Covid. There are inevitably temporary consequences of this in terms of impacts on local communities from construction but the objective as always is to ensure that these are minimised.
- 2.2 The report to Committee in February set out how services working together have been attempting to deal with such impacts and some of the challenges being faced.
- 2.3 Following that report and in response to Covid-19, the Government introduced a range of measures in the planning system to allow authorities to continue to provide both statutory and non-statutory functions and to assist others at this challenging time. One such measure has been to allow more flexible working hours on construction sites which will support social distancing requirements and to allow varied start and finish times. Ultimately this is to support house building and the economy.
- 2.4 On 13 May 2020, the government published a written ministerial statement on planning and construction working hours. This statement expects local planning authorities to approve requests to extend construction working hours temporarily to ensure safe working in line with social distancing guidelines until 9pm, Monday to Saturday, unless there are very compelling reasons against this.

- 2.5 In July 2020, the Planning and Business Act 2020 passed the provisions of the written ministerial statement into law by introducing a new temporary fast track deemed consent route to enable urgent changes to construction working hours to support safe construction working in line with the government's latest social distancing guidance on construction and other outdoor work. This response is to meet the needs for many construction sites to implement changes to working practices, including staggered starts and finishes, requiring different hours of operation to those which are currently permitted for the site through planning conditions.
- 2.6 The fast track deemed consent route allows developers to apply to local planning authorities (LPAs) to vary existing conditions, or the details submitted under a condition, that limit construction site working hours. Local authorities have only 14 calendar days to consider such applications.
- 2.7 Such a consent if granted by the LPA temporarily amends planning restrictions on construction working hours until 1 April 2021, unless either another earlier date has been requested by the applicant or is decided upon by the local planning authority (with the agreement of the applicant). Where we are considering a different end date to that in the application, an agreement should be reached prior to the 14-day determination deadline.
- 2.8 If an application is not determined within 14 days (excluding public holidays), the revised working hours are deemed to have been consented to and construction can take place in accordance with these new hours.
- 2.9 The clear guidance is that we should not refuse applications to extend working hours until 9pm, Monday to Saturday without very compelling reasons. Initially the only example that was given on what was deemed 'exceptional circumstances' related to potential impacts on hospitals and care homes. The changes through the Planning and Business Act now provides for some consideration to be given to sites and places of worship, broadcasting or recording studios, theatres and cinemas; in respect to residential areas this now includes where the request for changing hours is likely to have a significant impact on health (having regard to the Environmental Protection Act 1990 and Control of Pollution Act 1974)
- 2.10 The guidance remains vague but we believe this has allowed for some interpretation. This has enabled officers to create a process which allows the Council to excerpt as much influence/control/understanding of what noise will be made and making the developer also understand and take on board sensitivities. What is sought is sympathetic site management which should set out to mitigate local impacts.
- 2.11 In addition to information around the date the revised construction working hours, applicants should provide a short justification on why extended hours are necessary to enable safe working practices on site; a list of the primary construction activities, expected to take place during the extended working hours, including plant and equipment to be used; a proportionate assessment

(where relevant) of the likely impact of noise upon sensitive uses near to the site and details of their mitigation plan.

- 2.12 Applicants are also encouraged to provide details of mitigation plans setting out how they propose to liaise with neighbours and manage and mitigate any effects on local residents or businesses from working additional hours. These should be proportionate to the nature of the site and the number of people potentially adversely affected. Such a plan could include limiting noisy works to within usual working hours or agreeing to undertake quieter activities in the morning and evening or agreeing alternative parking provisions. Although it is not practical to proactively monitor every site, if issues arise these will be responded to swiftly and may then be subject to monitoring. The Planning and Out of Hours Teams work together to deal with complaints and to decide who is best placed to lead on specific matters.
- 2.13 In discussion with applicants we are clear that it is important to acknowledge that people are spending more time, including working, from their home and it is, therefore necessary to balance their reasonable expectations for the acoustic environment in their home and their protection from demonstrable harm against the desire to ensure that necessary construction work can continue to support the economy.
- 2.14 As part of these discussions with applicants the majority are aware of the need to formalise a process of community engagement which is usually enshrined in a community engagement plan. This sets out how any changes to working practises will be shared, points of contact for any queries or complaints, liaison with residents, complaint resolution and general communications in relation to on-going work.
- 2.15 The Ministerial statement and subsequent guidance are key considerations in determining an application under this new route.
- 2.16 For clarity the new application route only applies where planning permission has been granted for the development of land, subject to a condition restricting site working hours, or a condition requiring the submission of a construction management plan (which limits working hours) and up to 1st April 2021.
- 2.17 There are occasions where construction is not subject to a planning condition. In the report to Committee in February we set out the challenges for the planning system in managing the construction phase of development. This is especially so as conditions cannot be imposed to control matters that are not material considerations including, for example, impacts that are controlled by other legislation. Members may recall that broadly speaking, construction impacts are not material considerations, though there are some matters that can be controlled through planning. For instance, pollution or noise caused by the construction work is not a material consideration, because it is considered that there is adequate legislation in the form of the various laws on control of pollution to deal with this.

- 2.18 Planning may therefore ask for a Construction Management Plan but many elements included would have to be controlled and enforced by other parties and legislation.
- 2.19 It remains that notwithstanding the new temporary provisions, it is largely the Control of Pollution Act 1974 and the Environmental Protection Act 1990 which are relevant if noise or other nuisances from building works are considered to be causing material interference with the use or enjoyment of neighbouring properties.

3.0 Process

- 3.1 In May, the Planning service established a new process for handling requests under the new temporary provisions that enabled contractors to request temporary changes to construction hours. As part of the request, the following information was requested:
- The relevant planning permission for the development and the new hours that were being requested;
 - Details of the reasons for the request;
 - Planned work during any amended working hours; and
 - If possible, details of any mitigation such as communication strategies with local residents.
- 3.2 These requests were then notified to the Citywide Environmental Protection team and to local Members seeking their views. Where the existing construction hours were directly controlled by a planning condition, this was also set out in the notification. This process was continued when the fast track deemed consent route was introduced.
- 3.3 To date, there have been 32 requests for temporary amendments to construction hours received under these provisions. Of these, 2 were withdrawn before a decision was reached. The remaining 30 have been approved, with 1 obtaining deemed consent as a result of a decision not being issued within the 14-day time period. As part of the process local members are notified of the request and comments received assist the decision making process.
- 3.4 The majority of the above submissions were subject to negotiation in order to ensure that the proposed work to be carried out within the extended hours was acceptable and appropriate within the context usually involving quiet working processes. Communication strategies were also requested when not provided.
- 3.5 Even if a condition of planning permission for construction hours does not specify the hours to be worked, if such hours are then stipulated within a construction management plan then they may still be subject to the requirement of a request for the temporary amendment.

4.0 Known active construction sites across the authority

4.1 There is no requirement as part of the planning process to notify the Council when construction may commence on a development; typically, when planning permission is granted, commencement must be begin within 3 years of that approval, subject to the discharge of other relevant conditions.

4.2 However, we are aware of 112 construction sites across the City where officers are presently working with the developers, this is either as the result of a complaint about noise or some form of pollution, or if they have requested prior consent for later noisy working. The sites are broken down as follows:

City Centre - 74

South - 8

Central - 16

North - 14

4.3 Of these construction sites 4 have now been completed.

5.0 The city's start and end times for noisy construction works to be undertaken and the rationale for those times.

5.1 Current guidance for start and end times across the City applies for noisy construction work. This guidance sits outside of planning and is city wide advice applied by the Council through environmental protection.

Monday - Fri 07:30 - 18:00

Saturday 08:30 -14:00

Sunday and Bank Holidays - No noisy construction

5.2 Consent to carry out noisy work outside of these times can be applied for, this is often for essential works or works that cannot be carried out safely during peak times.

5.3 The guidelines around noisy construction hours are intended to balance the need to provide contractors with a reasonable timeframe to carry out works and the need to protect residents from unreasonable disturbance from works which, by their nature, will be noisy.

5.4 Where the guidelines are not adhered to or significant noise problems exist the Council can serve a notice using the Control of Pollution Act 1974 to formalise working hours and practices. Each construction site will have different characteristics and the formal notice allows controls to be tailored to the needs of a specific area and what is reasonable/ feasible to ask the contractor to do.

Planning Conditions

5.5 If as part of the planning permission a construction management plan (CMP) has been provided as a requirement under a condition, this can be enforced

under the Town and Country Planning Act 1990. For example, a failure to follow the CMP would amount to a breach of the respective condition of the original planning permission; this could include construction vehicles using an entrance to a site that did not form part of the agreed plan.

- 5.6 Construction management plans will generally set out times for intended noisy working practices and typically these are in line with our published guidelines as a City; where they are not, this will be discussed with the developer at the submission stage. A construction management plan which has been agreed with different hours for noisy working would not exempt the development from the published working times for the City as whole, as these are controlled by a separate legislative process as set out above. However, as previously mentioned, there is a separate consent process whereby noisy work can be carried out outside of those published hours and a developer would need to pursue this ahead of any such work being undertaken.
- 5.7 If there is a breach of a condition on a planning permission, i.e. a part of the construction management plan, the test is not simply to identify the nature of the breach but the harm caused as a result. If the controls that would remedy the breach are relating to noise and pollution, the most appropriate powers are those contained in the Control of Pollution Act 1974 or the Environmental Protection Act 1990.
- 5.8 It is always the case that any report of a breach of planning control will be subject to negotiations with the developer in order to resolve any given issue. The majority of cases are resolved through discussions and on-going monitoring.
- 5.9 A breach of condition notice under the Town and Country Planning Act 1990 is effective for as long as there is a breach; failure to resolve the breach within 28 days of the notice being served is a criminal offence and can lead to prosecution and fines of up to £2500. Where a breach is resolved in that period as a result of a breach of condition notice, that notice is not effective on any subsequent breach of that condition and a new notice would need to be issued on each instance.

A breach of condition notice has a statutory compliance period of 28 days, this can be longer, but it cannot be shorter; no offence is committed until this period has elapsed and only then if the steps required by the notice have not been taken or the activity required by it to cease has not ceased. It is not an offence to breach a condition in the first instance or to continue to breach a condition in the 28 day compliance period set out in the notice.

- 5.10 Section 7 provides some examples of how concerns regarding construction sites have been dealt with.

6.0 How many neighbouring local authorities and other core cities have the same permitted construction times as Manchester?

6.1 The below are the times other GM and Core City Authorities publish as their guidance for noisy working.

Guideline hours for noisy construction by local Authority

Local Authority	Timings Mon – Fri	Saturdays	Sunday / Bank Hol.	Comments
GMCA				
Manchester	7:30- 18:00	8:30 -14:00	No	Hours provided on line
Trafford	8:00 - 18:00	8:00 -13:00	No	
Bolton	8:00 - 18:00	8:00 - 13:00	No	Not advertised online
Salford	Can be site specific, although typically acceptable hours will apply to sites with no specifically set hours.			No standard hours advertised online. New development will have hours set by recommendations from EP in Environmental management plan.
Bury	8:00 - 18:00	9:00 - 14:00	No	
Tameside	8:00 - 18:00	9:00 - 13:00	No	Not advertised online
Rochdale	8:00 - 18:00	9:00 - 14:00	No	
Wigan				Not advertised online
Stockport	7:30 - 18:00	8:00 - 12:30	No	
<u>Core Cities</u>				
Belfast	7:00 - 19:00	8:00 - 13:00	No	
Bristol	8:00 - 18:00	8:00 - 13:00	No	
Birmingham	8:00 - 18:00	8:00 - 13:00	No	
Cardiff	8:00 - 18:00	8:00 - 13:00	No	
Glasgow	8:00 - 19:00	8:00 - 13:00	No	
Liverpool	8:00 - 18:00	8:00 - 13:00	No	
Wirral	8:00 - 18:00	8:00 - 13:00	No	
Leeds	8:00 - 18:00	8:00 - 13:00	No	
Newcastle	8:00 - 18:00	8:00 - 13:00	No	
Sheffield	8:00 - 18:00	8:00 - 13:00	No	
Nottingham	8:00 - 18:00	8:00 - 13:00	No	
<u>Inner London Authorities</u>				
Camden	8:00 - 18:00	8:00 - 13:00	No	
Greenwich	8:00 - 18:00	8:00 - 13:00	No	
Hackney	8:00 - 18:00	8:00 - 13:00	No	

Hammersmith and Fulham	8:00 - 18:00	8:00 - 13:00	No	
Islington	8:00 - 18:00	8:00 - 13:00	No	
Kensington and Chelsea	8:00 - 18:00	No	No	
Lambeth	8:00 - 18:00	8:00 - 13:00	No	
Lewisham	8:00 - 18:00	8:00 - 13:00	No	
Southwark	8:00 - 18:00	9:00 - 14:00	No	
Tower hamlets	8:00 - 18:00	8:00 - 13:00	No	
Wandsworth	8:00 - 18:00	8:00 - 13:00	No	
Westminster	8:00 - 18:00	8:00 - 13:00	No	

6.2 Since the Ministerial statement and the new fast track provisions, all local authorities must have regard to government guidance if a developer needs to seek a change to a planning condition on construction hours. This is the key material consideration and unless there are compelling reasons to justify otherwise we are told to allow 9.00pm extended hours (or 24 hours in some instances).

7.0 Information on the monitoring of construction sites and the approach taken to enforcement, including examples of types of breaches identified and how these were addressed

Licensing and Out of Hours Team

7.1 The process for assessing noisy working complaints on construction sites is as follows:

- A noise complaint is received.
- Checks are made that this is a commercial construction site.
- Checks are made if there is any prior consent in place to carry out noisy work outside the guideline hours.
- A site visit is undertaken and a letter providing guidance or a warning letter is issued, if initial case review confirms out of hours work is taking place.
- On witnessing any out of hours working the next stage is service of a COPA Notice, if warning letter/guidance has already been provided.
- If the notice is breached the officer assesses whether to take legal action or issues final warning depending on evidence available.

7.2 Proactive monitoring is carried out on sites where issues have been identified, if they are in sensitive locations, or if they have been granted increased working hours. This enables the team to ensure that the site is following the guidelines, without the onus being on residents to report further issues.

7.3 In 2019/2020 440 complaints of noisy work from construction sites were received, including repeats. This resulted in 318 site visits taking place at 128 construction sites, either to speak to the site contractor or to monitor the work being carried out. The majority of sites respond positively to the initial visit and

do not need further intervention. 26 notices were served, all of which were complied with.

- 7.4 Of the sites granted extended hours as a response to Covid there have been two enquiries (separate sites). In both instances residents were asking why they have been granted extended hours. There have been no reports received about sites operating outside of their extended hours.

Examples of recent cases where notices have been served relating to noisy working practices

X1 The Plaza, Great Ancoats and Beswick

Following initial complaints about the X1 The Plaza site, investigations were made into the site, where officers proactively monitored the site, but did not witness noisy working taking place outside of the guideline hours. Further investigation led to site engagement and identification of noisy working on a Sunday.

A notice was served under the Control of Pollution Act (COPA) on 22nd June 2020, formalising the guideline hours. Officers then received allegations of a breach of this notice, although this was not witnessed. A final warning letter was issued detailing the consequence of breaching a COPA notice which is still active on the site. There have been no further reported breaches.

M4nchester Two Ltd - Bengal Street, Ancoats and Beswick

Following complaints regarding noisy working a warning letter was issued to the site manager. A number of proactive site visits were carried out which resulted in officers witnessing noisy working outside of the guideline hours. A notice was served under the Control of Pollution Act (COPA) on 22 June 2020, formalising the guideline hours. There have been no further reported breaches.

Binns Place, M4 6DE, Piccadilly

Following complaints received of noisy working a site visit was carried out and the site manager was warned if further issues then a notice would be served. Further reports received of noisy working outside the guideline hours 6 weeks after the site visit. A notice was served under the Control of Pollution Act (COPA) on 7 October 2020 formalising the guideline hours. No further issues were reported.

Planning Compliance Team

- 7.5 Undertaking the Planning Compliance function must be done in an open, fair, equitable and consistent manner. Every complaint is considered on its individual merits and an assessment made as to whether it expedient to take enforcement action in the particular circumstances.

- 7.6 Formal planning action can only be taken where there is a “breach of planning control”, which for the purposes of the Town and Country Planning Act 1990 (as amended) this is defined as:
- Carrying out development without the required planning permission; or
 - Failing to comply with any condition of limitation subject to which planning permission has been granted.
- Enforcement action is then defined as:
- The issue of an Enforcement Notice; or
 - The service of a Breach of Condition Notice.
- 7.7 Throughout the process, Officers will continually try and secure a satisfactory conclusion by negotiation rather than resort to legal action. This is a key principal of the Planning Compliance Process. For example, complaints relating to wheel washing, construction vehicle parking and routing of construction vehicles are often resolved without any need for formal action.

Examples of cases resolved without the need for any formal Planning Compliance action

Land on Dalbeattie Street South of Parkmount Road, Harpurhey

Planning permission included a requirement by way of a condition for a Construction Management Plan; this included information relating to the washing of contractors' vehicles on site and that roads to be checked regularly with sweeping of the highway taking place to clear any debris. Complaints were received of debris on the highway. Following visits by Planning Compliance Officers, the developers took steps to action the concerns and measures were put in place to resolve matters.

Didsbury High School, M20 2ED, Didsbury West

Commencement of development without any tree protection measures in place; also, allegation that trees that were marked for retention on the landscaping scheme had been felled to facilitate construction. Following site visits by Planning Compliance Officers, there was no evidence of unauthorised tree felling and all tree protection measures were put in place within a week of the visit taking place.

Grove Village PFI, Ardwick

Complaints were received relating to construction vehicles leaving trails of mud on the road. A site meeting was arranged with the site manager and developer in order to resolve the issue and further wheel washing and street cleaning measures were agreed and implemented.

This list is not exhaustive, but these are typical examples relating to the early construction phase of developments which are then resolved without the need for any more formal action. When formal action is pursued in relation to planning conditions, this more often relates to issues that are not related to the

impacts of construction and are pre-occupation, i.e. delivering landscaping, parking layout and refuse storage arrangements to name a few.

- 7.8 Complaints can be made to either team as noted in 2.12 above who will then work together to respond to concerns. Although issues are usually resolved without the need for formal action, this remains an option.

8.0 Conclusion

- 8.1 Construction is a necessary part of the development process; it is acknowledged, however, that there have been areas of the city that have experienced higher concentrations of individual construction sites. Either individually or collectively these have had the potential to cause impacts to residents; it is also recognised that extended working hours have and will increase concerns.
- 8.2 There are processes that exist to deal with the most harmful impacts of construction, as set out in this report. The objective is not to stop construction, but to try to resolve issues to allow this to continue whilst safeguarding amenity where possible.

**Manchester City Council
Report for Information**

Report to: Neighbourhoods and Environment Scrutiny Committee
– 13 January 2021

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- A summary of key decisions relating to the Committee's remit
- Items for Information - Scrutiny Covid Sitrep Update is to follow
- Work Programme

Recommendation

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

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.

None

1. Monitoring Previous Recommendations

This section of the report lists recommendations made by the Neighbourhoods and Environment Scrutiny Committee. Where applicable, responses to each will indicate whether the recommendation will be implemented, and if it will be, how this will be done.

Date	Item	Recommendation	Response	Contact Officer
7 October 2020	NESC/20/41 Highways Maintenance Programme	The Committee recommend that regular meetings are convened by the Executive Member for Environment, Planning and Transport with all Members of the Committee to discuss Members issues or concerns relating to the delivery of highways projects, and that a briefing note on the outcomes and identified actions arising from these meetings are circulated to Members at an appropriate time.	This recommendation has been accepted and will be progressed.	Cllr Stogia

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 overleaf. This is to keep members informed of what decisions are being taken and to agree, whether to include in the work programme of the Committee.

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

There are no Key Decisions currently listed within the remit of this Committee.

**Neighbourhoods and Environment Scrutiny Committee
Work Programme – January 2021**

Wednesday 13 January 2021, 2 pm (Deadline Thursday 31 December 2020 to take account of New Year's Bank Holiday)				
Item	Purpose	Lead Executive Member	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 Akbar Cllr Stogia Cllr Rahman Cllr Richards	Fiona Worrall Paul Hindle Chris Thomas	
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)	Fiona Worrall	
Green and Blue Infrastructure Strategy	To receive an update report on the Green and Blue Infrastructure Strategy. This report will also provide an update on the implementation of the Manchester Tree Strategy.	Cllr Stogia	Pat Bartoli Julie Roscoe	
Planning Conditions and Enforcement	To receive a report which provides the Committee with information on the following areas of activity: <ul style="list-style-type: none"> • Known active construction sites across the authority; • The city's start and end times for construction works to be undertaken and the rationale for those 	Cllr Stogia	Julie Roscoe	This item was deferred from the November 2020 meeting.

	<p>times;</p> <ul style="list-style-type: none"> • How many neighbouring local authorities and other core cities have the same permitted construction times as Manchester; and • Information on the monitoring of construction sites • The approach taken to enforcement, including examples of types of breaches identified and how these were addressed. 			
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.		Lee Walker	

Wednesday 10 February 2021, 2 pm (Report deadline Friday 29 January 2021)				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Climate Change Action Plan Update	<p>To receive a report that outlines the progress made to date against the Council's Climate Change Action Plan. This will provide details of progress made and actions taken since this was last reported to the Committee.</p> <p>The report will further include details of the progress to deliver on the specific actions as prescribed within the motion that was adopted in July 2019 when the Council declared a climate emergency.</p>	Cllr Stogia	Carol Culley	
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)	Cllr Akbar Cllr Stogia Cllr	Fiona Worrall Paul Hindle	

	revised budget proposals at its January 2021 meeting	Rahman Cllr Richards	Chris Thomas	
Corporate Plan objectives and key priorities	This report with outline the Corporate Plan objectives and key priorities for the service areas that rest within the remit of this Committee.	Cllr Akbar Cllr Stogia Cllr Rahman Cllr Richards	Fiona Worrall	Executive Report
Overview Report				

Wednesday 10 March 2021, 2 pm (Report deadline Friday 26 February 2021)

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Housing Allocations Policy	To receive an update report on the implementation of the new Housing Allocations Policy that went line in Sept 2020. This report will include details of any review of the policy that has been undertaken to date.	Cllr Richards	Kevin Lowry Martin Oldfield	Previously considered at NESC Nov 2019.
Overview Report				

Items to be scheduled

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Behaviour Change and Waste Task and Finish Group – Update report	To receive a report that provides the Committee with an update on the actions taken to progress the recommendations made by the Behaviour Change and Waste Task and Finish Group that were endorsed by the Committee at their meeting of 9 October 2019.	Cllr Akbar	Fiona Worrall	

Landlord Licensing Update	To receive a progress report on the delivery of the Extension to Selective Licensing Schemes that was previously reported to the Committee at their meeting of 2 Sept 2020.	Cllr Richards	Fiona Sharkey	To be scheduled for June 2021 meeting.
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